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# **ANALYSIS OF THE 1996 DoD RECRUITER SURVEY COMMENTS**

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**Defense Manpower Data Center**  
**Survey & Program Evaluation Division**  
**1600 Wilson Boulevard, Suite 400**  
**Arlington, VA 22209-2593**

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# **ANALYSIS OF THE 1996 DoD RECRUITER SURVEY COMMENTS**

**Katherine M. Condon, M.A.**  
**Chris Girard, Ph.D.**  
**Florida International University**

**Defense Manpower Data Center**  
**Survey & Program Evaluation Division**  
**1600 Wilson Boulevard, Suite 400, Arlington, VA 22209**

# **ANALYSIS OF THE 1996 DOD RECRUITER SURVEY COMMENTS**

## **EXECUTIVE SUMMARY**

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### **PURPOSE**

Beginning in 1989, and in subsequent years, 1991, 1994 and 1996, the Department of Defense (DoD) has carried out surveys of military recruiters. These surveys, based on large, randomized samples, have been conducted in response to Congressional concern regarding the quality of life of recruiters and the ultimate success of the military accession mission. The critical mission of maintaining an adequate size, highly qualified U.S. military force, places recruiting units of the various Active-Duty and Reserve/National Guard Components under considerable pressure to meet accession goals.

The DoD recruiter survey obtains information on recruiters' perception of the adequacy of their training and preparation and that of their families, the reasonableness of individual and unit recruiting goals, the demands and stresses associated with meeting those goals, the adequacy of supervisor and command support as well as leadership in reaching goals, the level of recruiter out-of-pocket expenses, the frequency of improprieties that occur in recruiting, and the success of recent DoD recruiter-focused policies and initiatives. In addition to the closed ended questions and a few opened ended questions where the respondent could answer by a word or short phrase, the survey contained three opened ended questions which allowed respondents to elaborate on their personal perceptions of the recruiting life. Response to both types of questions can be used to develop policies and corrective measures to improve recruiter quality of life.

### **METHOD**

The target population for the 1996 DoD Recruiter Survey, as with previous surveys, was recruiters who have monthly goals (production recruiting) and at least one year of recruiting duty. The sampling frame, from which approximately a 50 percent sample was drawn, consisted of all military personnel identified by each of the Active-Duty Services and Reserve and Guard Components as involved in recruiting. Following pre-notification letters by about two weeks, survey forms were first mailed on November 5, 1996, to 7,162 recruiters identified from the sampling frame. Reminder letters went out about two weeks later. A second form was mailed one month after the reminder letter to sample members who had not returned their completed forms. The survey field was closed on February 3, 1997.

The 1996 DoD Recruiter Survey contained 3 open-ended questions. They are as follows: "What do you believe are the most pressing problems facing recruiters today?" (Question 74); "What can DoD and your Service do to help your recruiting efforts?" (Question 75); and "If you have comments that you were not able to express in answering the survey, please write them in the space provided." (Question 76). Comments were received from 73, 54 and 28 percent of the eligible survey respondents to questions 74, 75 and 76, respectively.

## **Summary and Conclusions**

Written comments on the 1996 Recruiter Survey were analyzed to: (1) identify the most common themes; (2) uncover patterns by Branch of Service within Active-Duty and Reserve/National Guard Components; (3) examine the relationship between comments and structured survey questions; and (4) determine whether comments were consistent with those from the 1994 DoD Recruiter Survey.

### ***Question 74: What do you believe are the most pressing problems facing recruiters today?***

Active-Duty DoD and Reserve/National Guard Component recruiters identified several major problems facing recruiters in 1996. Two of these problems were common to both groups: "inappropriate/unrealistic recruiting goals" and "poor leadership in recruiting commands." "Inappropriate/unrealistic recruiting goals" was ranked as the second major problem for both Active-Duty DoD and Reserve/National Guard recruiters. "Poor leadership in recruiting commands" ranked as the most pressing problem for Reserve/National Guard recruiters, while it was the third most cited problem among Active-Duty DoD. Active-Duty DoD recruiters reported "excessive strain on family as the foremost concern.

### ***Question 75: What can DoD and your Service do to help your recruiting efforts?***

With respect to what DoD, as a whole and each particular Service Branch or Component could do to help recruiters in their recruiting effort, several major areas were identified by Active-Duty DoD and Reserve/National Guard Component recruiters. Two of these areas were common for both groups; "provide more advertising/promotional materials" and "revise recruiting goals." "Provide more advertising/promotional materials" was ranked as the most helpful step that DoD and the individual services could do for both Active-Duty DoD and Reserve/National Guard recruiters. Coast Guard recruiters also mentioned this as the most helpful activity. "Revise recruiting goals" was ranked as second most important for Active-Duty DoD recruiters, and third most important for those in Reserve/National Guard Components.

**Question 76: *If you have comments that you were not able to express in answering the survey, please write them in the space provided.***

This open-ended question was not as specific as the previous two questions examined. Thus, the responses were more varied and could not be linked like Question 75 and Question 74 responses. Many responses were similar to those voiced in the responses to those two questions; however, other responses were not at all similar. Only one theme was common between Active-Duty DoD and Reserve/National Guard recruiters: “‘Make or break’ effect of recruiting performance on military career.” Coast Guard recruiters did not mention this theme at all. “Family/personal life” was ranked as the second most mentioned theme for Active-Duty DoD recruiters, while the third most mentioned theme was overall frustration. The most frequently written comments by Reserve/National Guard recruiters were “thanks for the survey” kind of comments. Followed in equal numbers were comments on “‘make or break’ effect of recruiting performance on military career,” “communication between command and field/ recruiting command” and general comments of liking recruiting. The most common comments Coast Guard recruiters’ made were on SDAP issues, followed in equal numbers by comments on the structure of the survey and diversity goals.



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# **ANALYSIS OF 1996 DoD RECRUITER SURVEY COMMENTS**

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## **INTRODUCTION**

The 1996 DoD Recruiter Survey contained 3 open-ended questions (Condon et al., 1998). The three open-ended questions asked: "What do you believe are the most pressing problems facing recruiters today?" (Question 74); "What can DoD and your Service do to help your recruiting efforts?" (Question 75); and "If you have comments that you were not able to express in answering the survey, please write them in the space provided" (Question 76). Response rates varied by question. For Question 74, over two-thirds (72.7 percent) of all eligible survey respondents provided comments. For Question 75, over half (54.2 percent) of all eligible survey respondents provided comments. Slightly over one quarter (27.7 percent) of all eligible survey respondents provided comments to Question 76. Of those who responded to Question 74, only half (50.6 percent) also responded to Question 75, and only one-quarter (25.5 percent) also responded to Question 76. Of those who responded to Question 75, less than one-quarter (23.7 percent) also responded to Question 76.

## **METHODOLOGY**

### ***Identifying and coding comments***

An examination of the responses and views expressed in open-ended questions was carried out in order to replicate and supplement, where necessary, the 41 categories used in the 1994 DoD Recruiter Survey documented in Salvucci et al. (1996). Eighteen new categories emerged from the review for Question 74 and 20 new categories emerged from the review for Question 75. No item comparable to Question 76 was included in the 1994 DoD Survey analysis. This created a total of 59 categories for Question 74, 61 categories for Question 75, and 48 categories for Question 76 for the coding process.

Initially, two project researchers coded 20 sets of comments to identify potential ambiguities and ensure consistent interpretation in the categorization of comments. Once this was accomplished, the bulk of the coding was completed by one project researcher. Where further ambiguities occurred, the two project researchers discussed them to identify proper and consistent interpretation of comments.

As was done in Salvucci et al. (1996), the same codes were used for both Question 74 and Question 75 to identify comments with similar content. For example, Question 74 asked recruiters to indicate pressing problems, while Question 75 asked for solutions to problems.

Thus, "Over-emphasis on production numbers; under-emphasis on recruiter welfare" for Question 74 became "Emphasize recruiter welfare over production numbers" for Question 75. However, there were some additional comments in Question 75 that did not seem to fit this mold and, therefore, more categories were added, (e.g., issues about the placement of recruiting offices geographically within the recruiting area, as well as placement within the particular community).

Questions 74, 75, and 76 were coded for the sampled recruiters who provided comments. Responses to these open-ended questions ranged from a single word to several paragraphs, and included anywhere from 1 to 10 issues per response. Many recruiters, who wrote comments, had more than one comment related to the same issue, for example, "Army commanders ask for complaints to fix problems but then can't fix them or won't" and "It doesn't matter what we say, nothing will change, unless someone very high ranking wakes up. We want to make a difference." These comments were coded only once.

### ***Selecting a sample for analysis***

The analysis plan specified that comments from the 10 sub-groups be broken up and that a random sample of 25 percent of each of these sub-groups be analyzed. Because of the differences in response rates to the open-ended questions, as documented earlier, separate 25 percent random samples for each question and for each Service Branch/Component were drawn. This will require a slightly different method of reporting results compared to Salvucci et al. (1996). Table 1 shows the distribution of participants and total number of respondents providing comments for Questions 74 – 76. The former consists of the 25 percent random sample less some comments which were not usable.

Table 1:

***Number of sample participants and total number of respondents providing comments for Questions 74, 75, and 76 by Service Branch/Component***

	<u>Question 74</u>		<u>Question 75</u>		<u>Question 76</u>	
	Total Number of Respondents Providing Comments	Number of Sample Participants Providing Comments	Total Number of Respondents Providing Comments	Number of Sample Participants Providing Comments	Total Number of Respondents Providing Comments	Number of Sample Participants Providing Comments
TOTAL	2,927	693	2,189	542	1,114	261
Army	729	163	521	132	263	61
Navy	424	100	319	75	173	42
Marine Corps	334	78	252	61	130	34
Air Force	248	58	185	46	86	18
Coast Guard	71	18	60	17	23	7
Army Reserve	305	71	221	51	123	26
Army National Guard	471	114	366	91	177	44
Navy Reserve	151	39	105	26	70	18
Air Force Reserve	60	17	44	14	25	6
Air National Guard	134	35	116	29	44	12

### ***Comparing recruiters with comments versus those without comments***

To see whether there were systematic differences between recruiters who responded to the open-ended questions and those who did not, the responses to a selected number of structured questions were examined. These questions are listed in Appendix F. Individual tables for each item were created by crossing two variables: whether the respondent made a comment or not and how the respondent answered the structured item. Chi-square tests of significance were performed on the unweighted samples for each Service Branch/Component separately. Overall 1996 results are unlike results in the 1994 DoD Recruiter Survey comment analysis. The 1994 comment analysis results showed a significant bias toward those who had expressed negative opinions in the structural part of the survey. The comments in the 1996 DoD Recruiter Survey reflect the opinions of a broad continuum of recruiters, with comments occurring with equal frequency from recruiters tending to respond positively to the survey items as recruiters who tend to respond negatively.

However, there were variations in this pattern with respect to which open-ended question was used, the particular structured question used, and the Service Branch/Component under analysis. For example, using satisfaction with recruiting (Question 49A), Army recruiters who commented on any of the three questions were significantly less likely to be satisfied with recruiting compared to Army recruiters who did not comment. This is not the case for other Service Branch/Components. While Navy recruiters who commented on Question 76 were significantly less likely to be satisfied with recruiting compared to Navy recruiters who did not comment on Question 76, Navy recruiters who commented on Question 74 and Question 75 were not significantly different with respect to satisfaction with recruiting than those who did not comment. Further, Air Force Reserve recruiters who commented on any of the three open-ended question were not significantly different with respect to satisfaction with recruiting from those who did not comment. At the same time, Air Force Reserve recruiters who commented on Question 74 were significantly more likely to report that fear of unsatisfactory performance ratings was a contributing factor to recruiter improprieties (Question 29F). Appendix F shows detailed results for the analysis described above.

## **RESULTS**

### ***Introduction***

Written comments on the 1996 Recruiter Survey were analyzed to: (1) identify the most common themes; (2) uncover patterns by Branch of Service within Active-Duty and Reserve/National Guard Components; (3) examine the relationship between comments and structured survey questions; and (4) determine whether comments were consistent with those from the 1994 DoD Recruiter Survey.

Tabular results of the comment analyses for Question 74, Question 75, and Question 76 are shown in Appendices B, C, and D, respectively. As was done in Salvucci et al. (1996), the percentages presented in this report were calculated by dividing the number of times a category was coded by the number of respondents to each question. The tables in Appendix E show the rank-ordering of the issues for each of the above questions by the number of comments made for overall Active-Duty and Reserve/National Guard Components, respectively.

## Overall comparison Active-Duty DoD versus Reserve/National Guard Component Recruiters

**Question 74: What do you believe are the most pressing problems facing recruiters today?**

Active-Duty DoD and Reserve/National Guard Component recruiters identified six major problems facing recruiters in 1996 (See Figure 1). Two of these problems were common to both groups: "inappropriate/unrealistic recruiting goals" and "poor leadership in recruiting commands." "Inappropriate/unrealistic recruiting goals" was ranked as the second major problem for both Active-Duty DoD and Reserve/National Guard recruiters. "Poor leadership in recruiting commands" ranked as the most pressing problem for Reserve/National Guard recruiters, while it was the third most cited problem among Active-Duty DoD. Active-Duty DoD recruiters reported "excessive strain on family as the foremost concern. Another major concern for Active-Duty DoD recruiters was "'make or break' effect of recruiting performance on military career." In contrast, other major concerns for Reserve/National Guard recruiters were: "lack of appreciation of the role/need of military" and "need to revise enlistment standards."

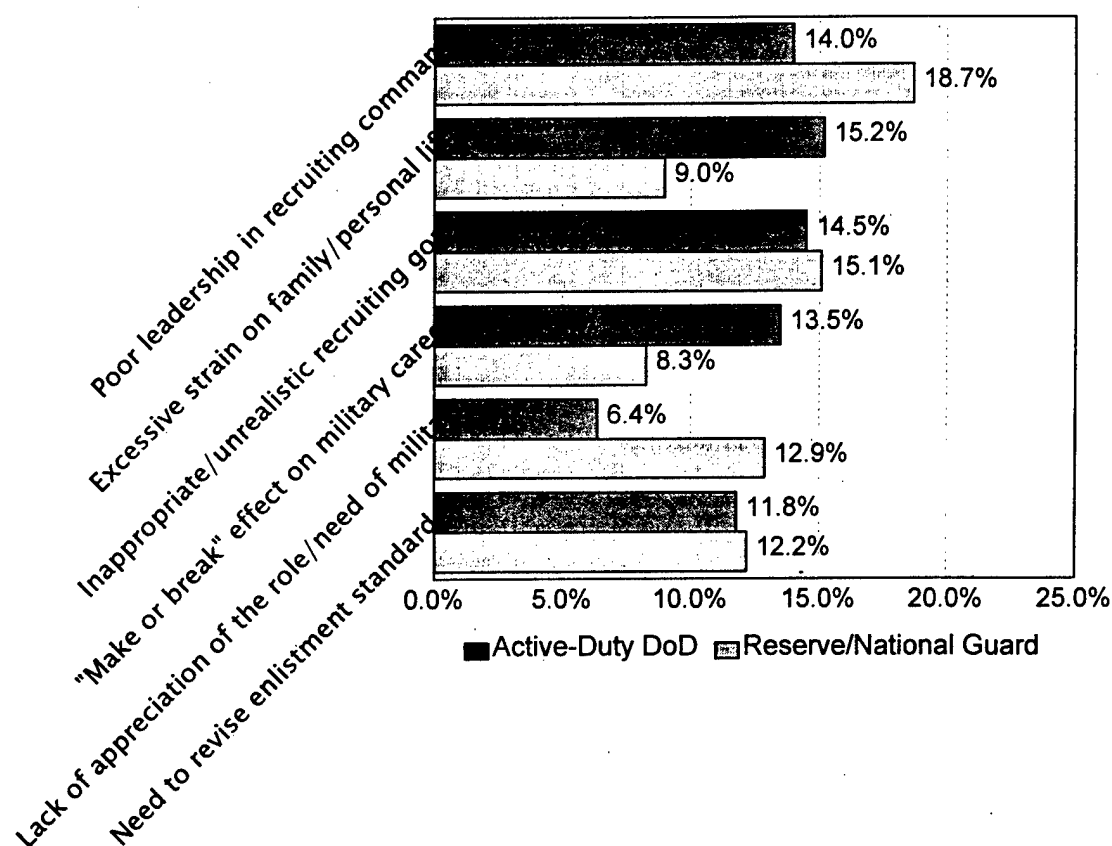


Figure 1  
Top six categories for Question 74

### Question 75: What can DoD and your Service do to help your recruiting efforts?

With respect to what DoD, as a whole and each particular Service Branch or Component could do to help recruiters in their recruiting effort, six major areas were identified by Active-Duty DoD and Reserve/National Guard Component recruiters. (See Figure 2.) Two of these areas were common for both groups: "provide more advertising/promotional materials" and "revise recruiting goals." "Provide more advertising/promotional materials" was ranked as the most helpful step that DoD and the individual services could do for both Active-Duty DoD and Reserve/National Guard recruiters. Coast Guard recruiters also mentioned this as the most helpful activity. "Revise recruiting goals" was ranked as second most important for Active-Duty DoD recruiters, and third most important for those in Reserve/National Guard Components. Other ways that Active-Duty DoD recruiters responded to this question were: "Revise enlistment standards" and "Increase support resources." For Reserve/National Guard recruiters, other helpful activities that were mentioned were: "Address poor leadership in recruiting commands" and "Increase enlistment attractiveness."

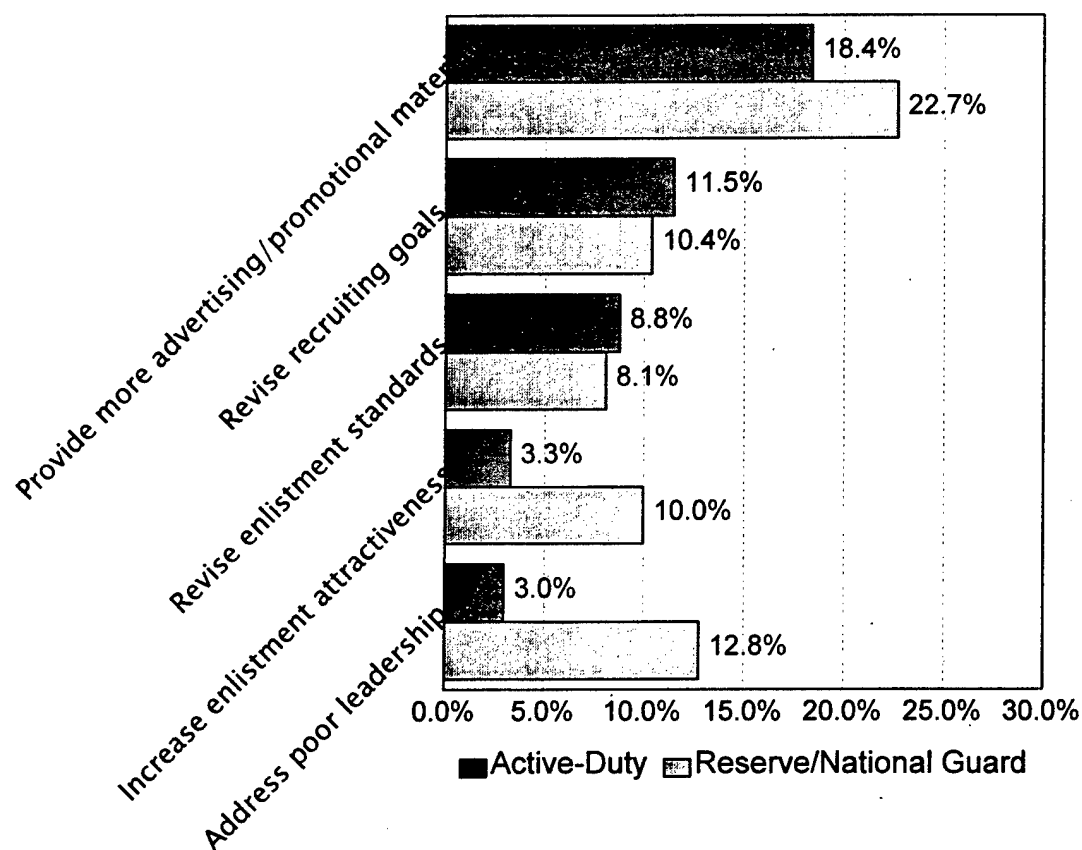


Figure 2  
*Top five categories for Question 75*



**Question 76: If you have comments that you were not able to express in answering the survey, please write them in the space provided.**

This open-ended question was not as specific as the previous two questions examined. Thus, the responses were more varied and could not be linked like Question 75 and Question 74 responses. Many responses were similar to those voiced in the responses to those two questions; however, other responses were not at all similar. Active-Duty DoD and Reserve/National Guard Component recruiters expressed four major themes. (See Figure 3.) Only one theme was common between Active-Duty DoD and Reserve/National Guard recruiters: “‘Make or break’ effect of recruiting performance on military career.” Coast Guard recruiters did not mention this theme at all. “Family/personal life” was ranked as the second most mentioned theme for Active-Duty DoD recruiters, while the third most mentioned theme was overall frustration. Finally, the issue of how recruiters are selected for recruiting duty was fourth most frequently mentioned. The most frequently written comments by Reserve/National Guard recruiters were “thanks for the survey” kind of comments. Followed in equal numbers were comments on “‘make or break’ effect of recruiting performance on military career,” “communication between command and field/ recruiting command” and general comments of liking recruiting. The most common comments Coast Guard recruiters’ made were on SDAP issues, followed in equal numbers by comments on the structure of the survey and diversity goals.

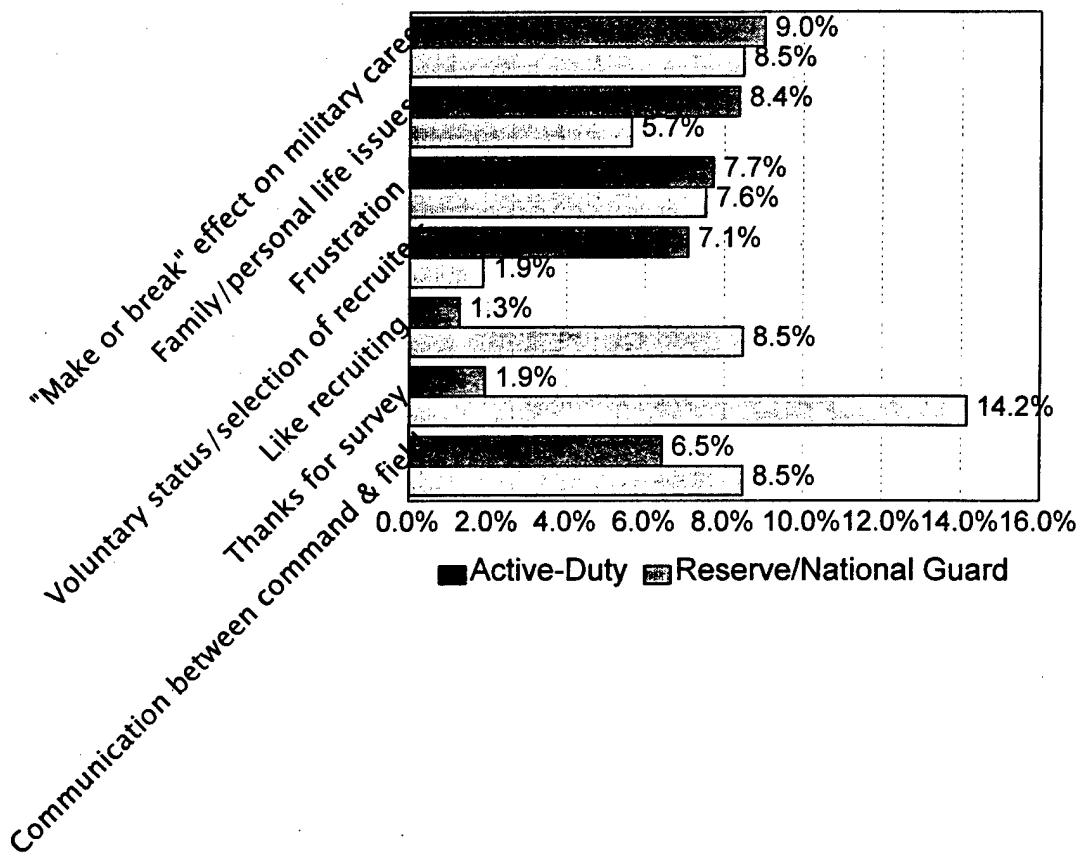


Figure 3

***Thematic content of written comments of 1996 DoD Recruiter Survey***

**Question 74: What do you believe are the most pressing problems facing recruiters today?**

***Theme 1: Excessive strain on family/personal life***

This issue was of primary concern for Active-Duty DoD recruiters as a whole (15.2 percent), and especially for the Marine Corps (24.4 percent). Among the Reserve/National Guard Components, only Army Reserve recruiters ranked this issue as a major problem (21.1 percent). This is similar to the findings from the 1994 DoD Recruiter Survey. Figure 4 shows the distribution of results over the Service Branches/Components.

Factors similar to those found in the 1994 DoD Recruiter Survey comments (Salvucci et al., 1996) are mentioned in 1996 as contributing to strain on the family/personal life of recruiters. The factors that were mentioned in the 1996 DoD Recruiter Survey are: long hours and pressure to make goals regardless of the affect on the recruiters family. One recruiter stated, "Not enough personal and family time. You work Monday through Saturday and sometimes Sundays and holidays from 0900 to 2000." Another recruiter stated, "The pressure to make mission constantly, regardless of the amount of time invested in recruiting no matter how it effects [sic] family or quality of life." While "excessive strain on the family/personal life" was not a major issue for most recruiters in Reserve/National Guard Components, it was at least mentioned by all Reserve/National Guard recruiters. "No win situation concerning time whether or not you are successful or failure, long hours limited time for personal life" was how one Reserve/National Guard recruiter phrased it. Still another Reserve/National Guard recruiter wrote more plainly, "... family problems arising from working long hours." Only Coast Guard recruiters did not make comments on excessive strain on family/personal life.

Comments, overall, were consistent with responses to the structured questions for each Service Branch/Component. For example, comments from Marine Corps recruiters reported excessive strain on family/personal life. Marine Corps recruiters had the highest percentage reporting that family preparation and support was critical to their success (Q44E), as well as an area that needed the most improvement (Q45E). About half reported that the service made no active attempts to involve the family in their recruiting job, for example, special office social events for the entire family, bonus trips for the family, etc. (Q17). Marine Corps recruiters rarely agreed that their families were well-prepared for recruiting duty (Q18B).

For the most part, recruiters in Services that did not rate this issue as critical to their success also expressed less concerned in their comments with the need for family preparation and support (excess strain on family/personal life). This is similar to the findings in the 1994 DoD Recruiter Survey. However, a notable exception was found with Air Force recruiters. They reported that family preparation and support were critical to their success. However, they did not see this as an area in need of improvement, even though almost half stated that there was no

attempt by the service to involve their families in the recruiting duty, and less than a quarter agreed that their families were well-prepared for the assignment.

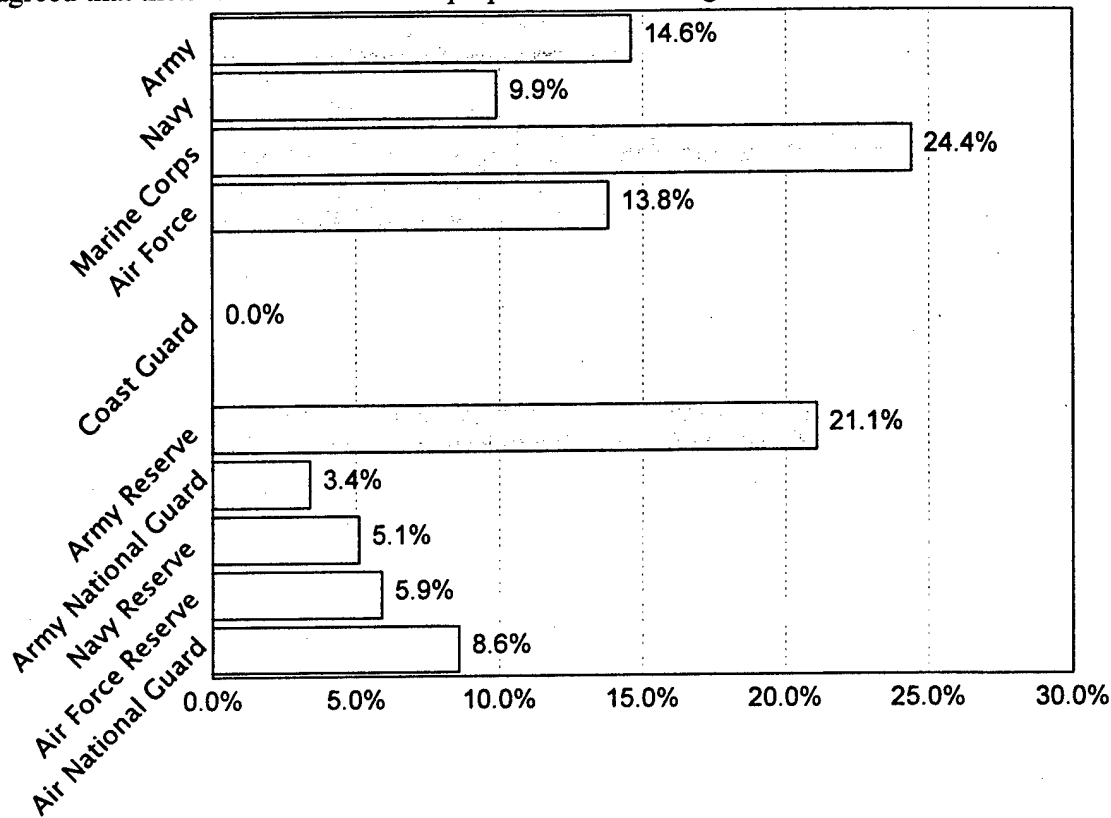


Figure 4  
*Excessive strain on family/personal life*

## **Theme 2: Poor leadership in recruiting commands**

Poor leadership in recruiting commands was the most commonly cited problem among Reserve/National Guard Component recruiters (18.7 percent). For Active-Duty DoD recruiters, it was the third most cited problem (14.0 percent), while it was not cited at all by Coast Guard recruiters. (See Figure 5) Responses primarily focused on supervisors' lack of general leadership, lack of knowledge of what it takes to recruit in today's market, and lack of assistance by supervisors.

In addition, recruiters not only commented on their immediate supervisors, but also on the lack of leadership in the whole chain of command. It is in this area that recruiters seem to express their greatest frustration. For example, one recruiter wrote, "The chain of command does not have a clue as to what a recruiter goes through." This is exemplified further by the comment of another recruiter, "It doesn't matter what we say, nothing will change, unless someone very high ranking wakes up." Still another observed:

I think the most pressing problem in recruiting today is the chain of command do not remember the 7 leadership principles. The chain of command threatens recruiters.... This command needs to provide recruiters with support if they want to make mission, not try to stab your work horse in the back!

Recruiters in Branches that made few comments on poor leadership in recruiting command also reported less dissatisfaction with supervision/leadership within their recruiting service (Q42). This, again, is similar to results found in the 1994 DoD Recruiter Survey. What is striking about the results in the 1996 survey is that more Branches/Components are reporting poor leadership in recruiting command than was found in the 1994 DoD Recruiter Survey. In 1994, Active-Duty Army, Navy Reserve and Army Reserve expressed the most dissatisfaction with recruiting leadership and supervision. In comparison in 1996, over 35 percent of recruiters in Army Reserve, Army National Guard, Active Army Active Navy, Active Air Force, Navy Reserve and Air Force Reserve reported dissatisfaction with supervision/leadership in their recruiting service (Q42). Recruiters in these same Services also registered high numbers of comments on poor leadership in their recruiting commands.

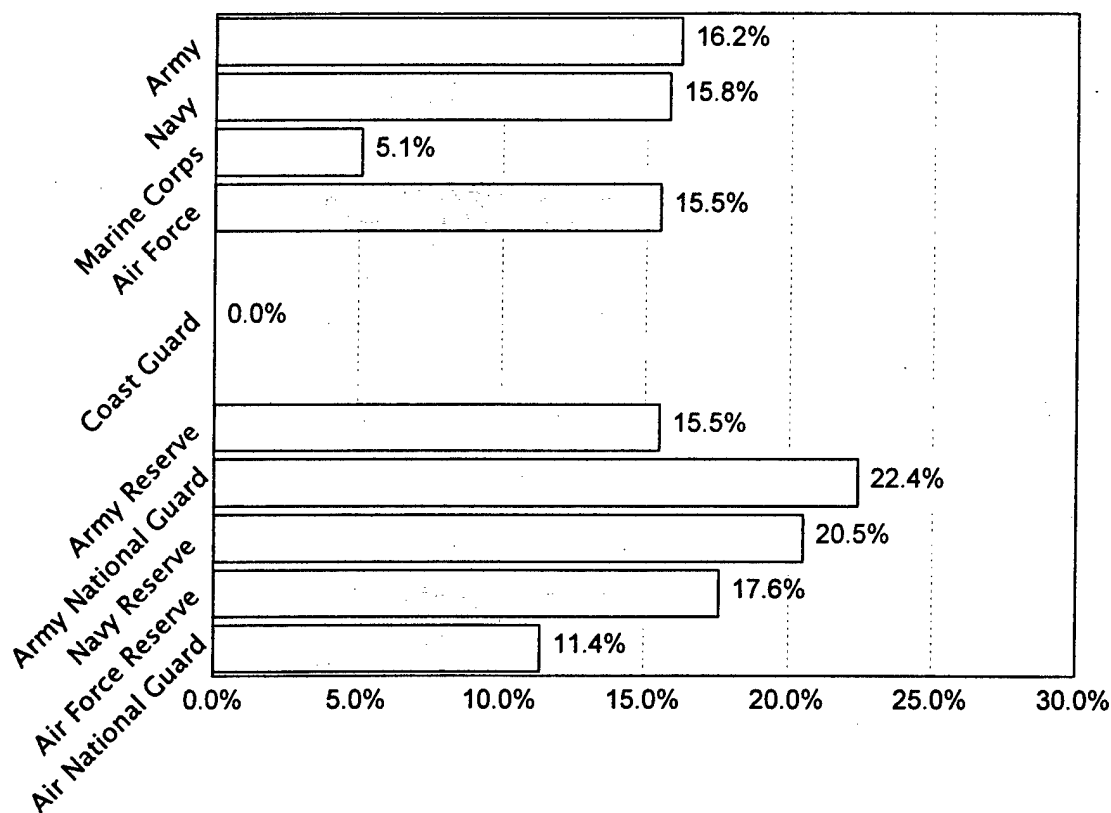


Figure 5  
*Poor leadership in recruiting command*

### ***Theme 3: Inappropriate/unrealistic recruiting goals***

This was the second most serious problem reported by both Active-Duty DoD (14.5 percent) and Reserve/National Guard recruiters (15.1 percent), as well as by Coast Guard recruiters (16.7 percent.) See Figure 6. Goals were identified as unrealistic or inappropriate for several reasons, such as: lack of manpower, fewer quality applicants, and quotas. However, much of the time recruiters just specified “unrealistic goals.” One recruiter wrote, “Goals are sometimes unrealistic in terms of who you can and cannot prospect or access. Sometimes I am shut down on high school seniors. Then, when I am able to write them, they have already joined another branch.” Another wrote, “Higher mental and moral standards with the same mission goal make it very difficult to reach!”

In the Active-Duty DoD Services, only the Navy did not identify “inappropriate/unrealistic goals” as a major problem (ranked first or second). Coast Guard recruiters did, however. It was Coast Guard recruiters who, in particular, made reference to diversity goals that were unrealistic. Among the Reserve/National Guard Components, however, only Army Reserve and Army National Guard considered this issue a major problem.

Three structured questions speak to this theme of inappropriate/unrealistic recruiting goals. These structured questions are: Question 22 (Likelihood that experienced recruiters can make goal in their zone/area); Question 19A (Overall achievability of monthly goals); and Question 19B (Adequacy of assigned market area).

With respect to Question 22, the results of the open-ended comments were consistent. Of Active-Duty DoD Branches, Navy Recruiters had the fewest comments citing inappropriate or unrealistic recruiting goals in their comments, and this clearly shows in the answers to the structured Question 22. Navy Recruiters also have the lowest percentage of Active-Duty DoD recruiters stating that it is extremely difficult for an experienced recruiter to make their goal in their zone or area. In Reserve/National Guard Components, both Army Reserve and Army National Guard Recruiters have a large number of comments with this theme. Again, this also shows in the answers to the structured Question 22. Army Reserve Recruiters and Army National Guard Recruiters have some of the highest percentages reporting that it is extremely difficult for experienced recruiters to make their goal in their zone or area.

With respect to Question 19A, a majority of recruiters—both Active-Duty and Reserve/National Guard—answered affirmatively to the structured question, while the open-ended comments were more negative. This discrepancy between frequency of comments and the endorsement rate was also found in the 1994 DoD Recruiter Survey. In the analysis of comments for 1994 military recruiters, the authors of the 1994 report attributed this discrepancy to the “differences between respondents who wrote open-ended comments (and who also tended to be more negative) and those who did not write comments” (Salvucci et al., 1996). However, this explanation for the 1996 results is not satisfactory since, as has been previously shown, there is very little difference between those who commented and those who did not comment. One possible explanation to the 1996 discrepancy is that recruiters may be referring in their open-

ended comments to specific diversity goals that are unreasonable, while in the structured question they are referring to overall goal achievement.

Comments were also fairly consistent with Question 19B, adequacy of assigned market area. Service Branches/Components that had large numbers of comments on this theme, also tended to have greater percentages of recruiters disagreeing that the assigned market area was adequate. A notable exception occurred among Air Force Recruiters. Like the Army recruiters, Air Force recruiters had large number of comments on this theme. However, unlike Army recruiters with respect to this structured question, many Air Force recruiters agreed that their assigned market area was adequate.

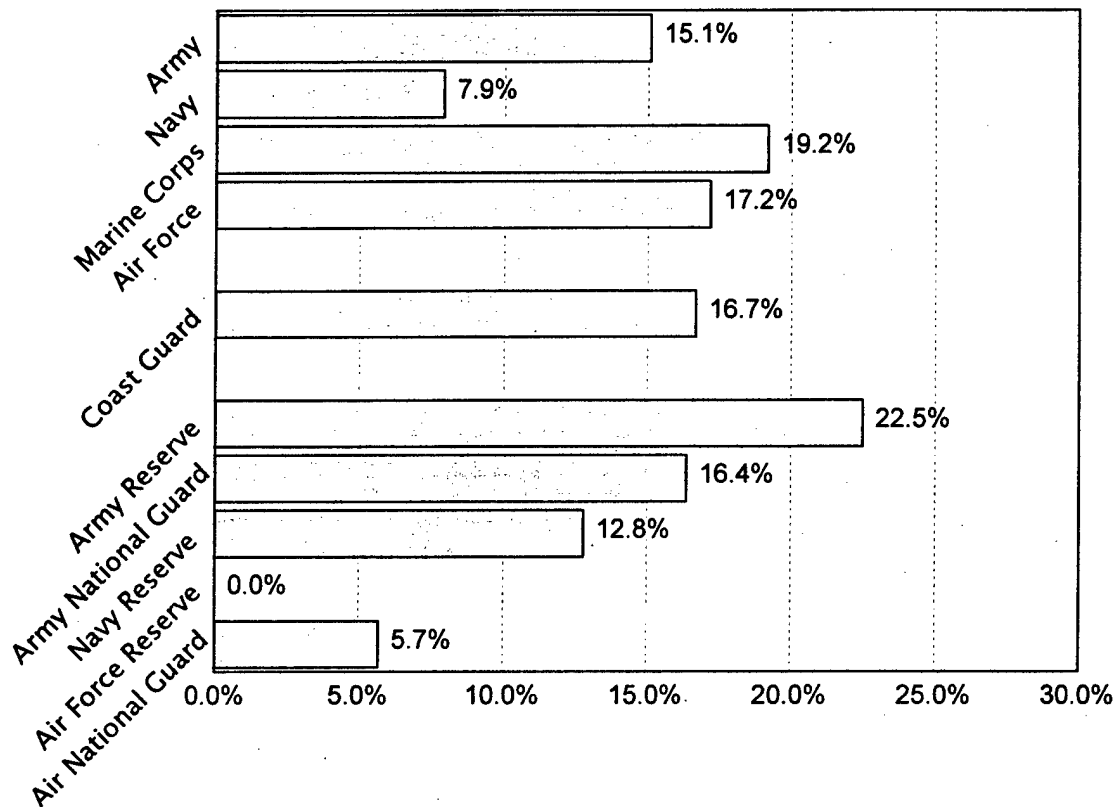


Figure 6  
*Inappropriate/unrealistic recruiting goals*

#### ***Theme 4: Lack of appreciation of role/need of military***

This issue was an important concern of Reserve/National Guard recruiters as a whole (12.9 percent), and especially for the Army National Guard. (See Figure 7) Among the Active-Duty DoD recruiters, this issue was not ranked as a pressing problem, although it was mentioned quite frequently. There were a variety of ways in which this theme was expressed. One Marine Corps recruiter wrote, "The attitude of the people in America, that 'Let someone else join I don't believe in the military'!" Another Marine Corps recruiter wrote,

The lack of patriotism in today's civilians, no perceived need for the military, parents today are the same people putting down the country and doing drugs during Vietnam, schools unwilling to assist and/or support recruiters pushing college and opposing military.

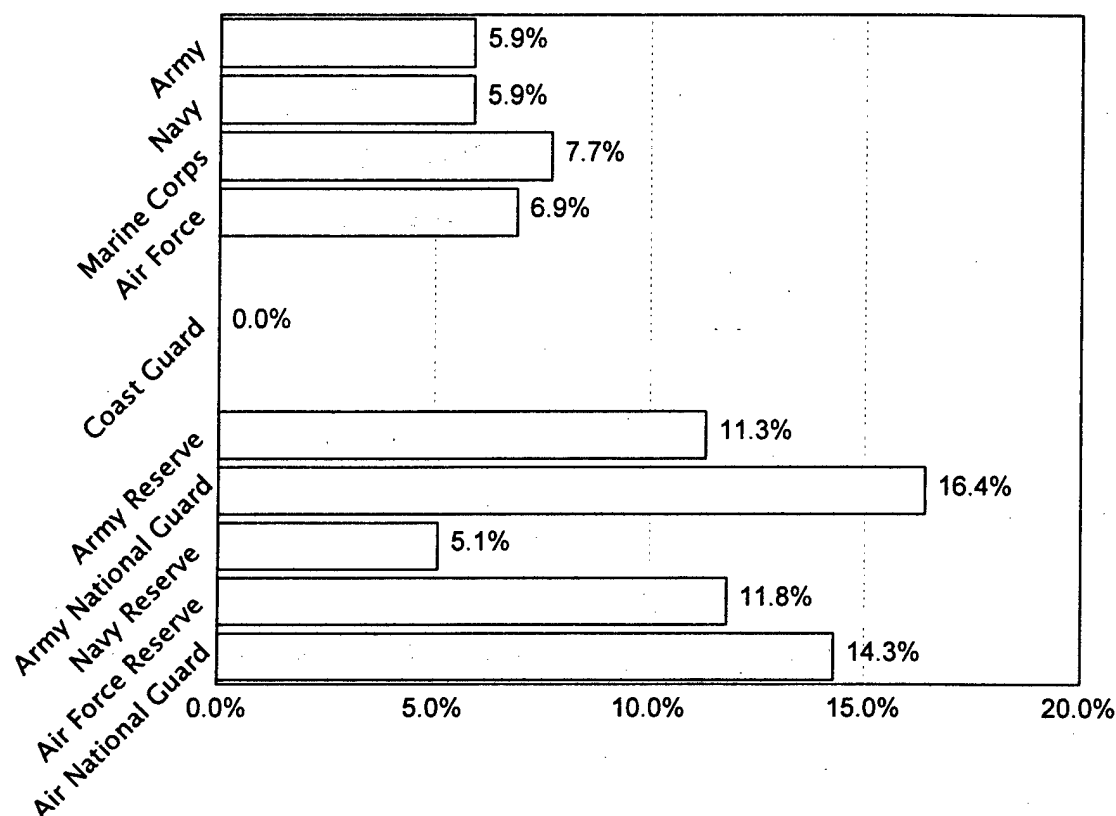


Figure 7

*Lack of appreciation of the role and/or need of military in society*

An Army recruiter noted that, "There is a theme out there, that says the military is a last choice when in these tough financial times, should be a first choice." Another Army recruiter wrote,

The fact that the general population thinks less of the military than they did 30 years ago. With the counselors at school saying 'go to college, you can do better than the Army' or 'you're too smart to be in the Army' ...

A Navy recruiter wrote that, "Parents would rather their kids be bums than join military." Still another wrote,

The total lack of interest or respect for Military. As well as the opinion by students, parents, and educators that the Military is the final option. The opinion of us seems to be very low.

An Army National Guard recruiter wrote "Our military being used around the world as a meals on wheels or the world's police force. (Applicants do not find these things to their liking)."

This issue was also brought up in Question 76 by an Army recruiter, who wrote, "we are trying to sell a pickup truck to somebody that wants a car – until society sees a need for the armed forces (god forbid if that should occur) we'll always have difficulties recruiting – and it will get worse."

Unlike the previous themes, structured questions in the survey did not touch on this problem area for recruiters.

### ***Theme 5: "Make or break" effect of recruiting performance on military career***

This issue was an important concern of Active-Duty DoD recruiters as a whole (12.2 percent), and especially for the Marine Corps (15.4 percent). Among the Reserve/National Guard recruiters, this issue was mentioned but it was not ranked as a pressing problem, except among Navy Reserve recruiters. (See Figure 8.) Recruiters in all Active-Duty DoD Branches/Components had high frequency of comments on this theme. Coast Guard Recruiters mentioned this very infrequently, and this is backed up by the results in the structured questions, especially Question 19D and Question 19F. While Active-Duty DoD recruiters mentioned this theme quite frequently, they also had high percentages agreeing with both statements that "Success in reaching goal has a 'make or break' effect on my military career" (Question 19D) and "I am punished if I fall short of goal" (Question 19F). All Active-Duty DoD Service Branches had percentages above 65 percent. In comparison, Coast Guard had 13.4 percent agreeing with Question 19D and 10.2 percent agreeing with Question 19F. For Reserve/National Guard Components, the percentage agreeing to both structured statements was somewhat lower than that found among Active-Duty DoD recruiters. One exception was found with Air National Guard recruiters. None of the Air National Guard recruiters made a comment on this theme. While Air National Guard recruiters did have some agreement with the statement in Question 19D, very few agreed with the statement in Question 19F.

### ***Theme 6: Need to revise enlistment standards***

This was a major concern for Navy (13.9 percent), Marine Corps (17.9 percent) Army National Guard (15.5 percent) and Air National Guard (17.1 percent) recruiters (See Figure 9). It was the second most pressing problem tied with "Make or break" effect of recruiting performance on military career for Navy recruiters, while it was the third most pressing problem for both Marine Corps and Air National Guard recruiters. Primarily, the military appears to be searching for highly qualified individuals. Yet, when qualified applicants are found, they typically have a number of other opportunities open to them. As one Navy recruiter observed, "It seems those who want to join aren't qualified and those qualified don't want to join. They are mostly set on going straight to college."

Another area of concern in the enlistment standards is that individuals with GEDs are viewed as "2<sup>nd</sup> tier" compared to individuals with a high school diploma. One Marine Corps



recruiter wrote, "Finding qualified young men & women. People with GED's that are mentally & physically qualified can't get in." Another Marine Corps recruiter wrote,

Think we need to forget about the Alpha and Bravo scenario, who's to say someone with a 50 is better than someone with a 49. We need to look at line scores because 9 times out of 10 finding a job for a high Alpha is sometimes as difficult. Most Bravos don't mind, they just want to be Marines.

The reasons for disqualification which many recruiters focus on are medical standards that they view as too strict, market availability, as well as what one recruiter described as,

... recruiting goes down the chain of command, each level increases what they are looking for, i.e., quality, education, etc. By the time it hits the recruiter in the field, he is held to recruit someone that doesn't exist.

A comparison of the open-ended responses with structured Question 65 (During a typical recruiting month before prospects have been screened by MEPS, I have had to turn some away with minor medical conditions ... who otherwise would probably have been acceptable) does not appear to be consistent. However, the wording of Question 65 does not quite get at what most recruiters seem to be complaining about with respect to enlistment standards.

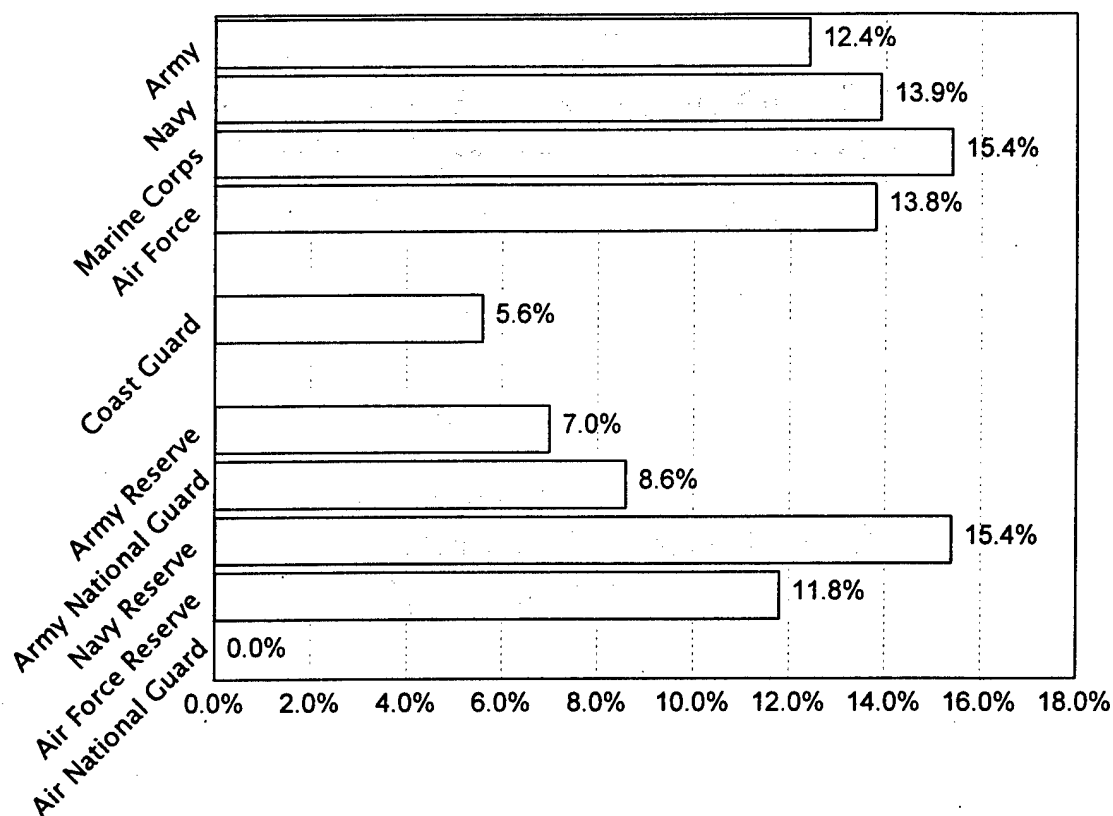


Figure 8

*"Make or break" effect of recruiting performance on military career*

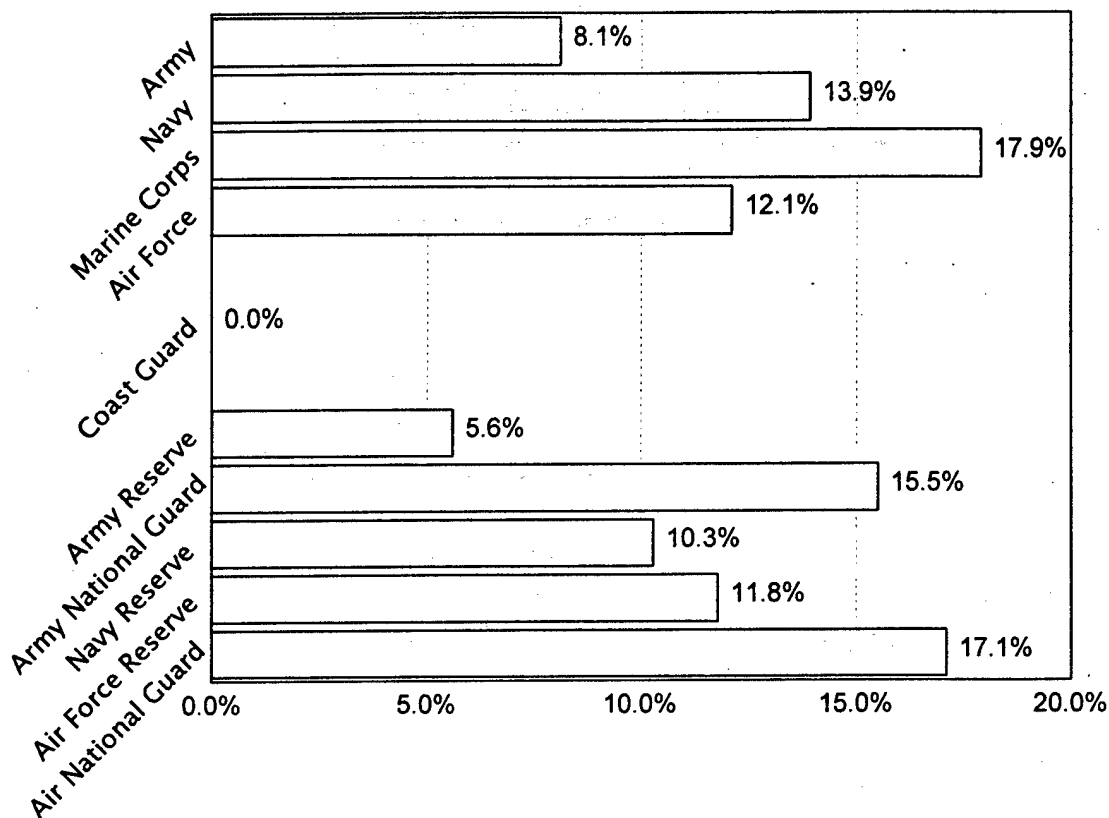


Figure 9

*Need to revise enlistment standards*

**Question 75: What can DoD and your Service do to help your recruiting efforts?**

***Theme 1: Provide more advertising/promotional materials***

The provision of more advertising and promotion materials was the most common suggestion of all recruiters, regardless of Service Branch/Component, (Active-Duty DoD, 21.7 percent; Coast Guard, 41.2 percent; and Reserve/National Guard, 22.7 percent). (See Figure 10.) Suggestions included: authorizing funds for local advertising; increase advertising budget; giving recruiters more promotional items such as book covers, pens, pencils, bumper stickers, and desk calendars, as well as t-shirts for tournament championship teams.

Not only did recruiters suggest more advertising/promotional items, they also suggested that advertising commercials needed to be more diverse. For example, one recruiter wrote,

The combat commercial and Airborne are great but lets show something about our recreation centers and show soldiers going to school on post or offbase. Have

commercials with spouses and soldiers talking about [Service] about the benefits of serving.

Another wrote, "provide better advertisements of the total [military experience], and not just of combat arms jobs."

These open-ended comments are consistent with the structured questions: Question 44I (National advertising is most critical to success in recruiting); Question 44J (Local advertising is most critical to success in recruiting); Question 44K (Promotional items are most critical to success in recruiting); Question 45I (National advertising is most in need of improvement); Question 45J (Local advertising is most in need of improvement); and Question 45K (Promotional items are most in need of improvement). In general, recruiters marked that local advertising was most critical to their success, as well as most in need of improvement. Exceptions to this were found with Army recruiters; promotional items are most critical to their success. Exceptions for areas in need of improvement were found among Air Force, Coast Guard, and Air National Guard recruiters. More recruiters in these Branches/Components indicated that national advertising needed to improve.

The comments on advertising and promotional items were often linked to having more positive exposure from the media. One recruiter wrote, "They (the media) are killing us, though the activities of all services are not helping, i.e. murder rape in [NAME], rape and sexual harassment in [NAME] and the unethical practices of recruiters...."

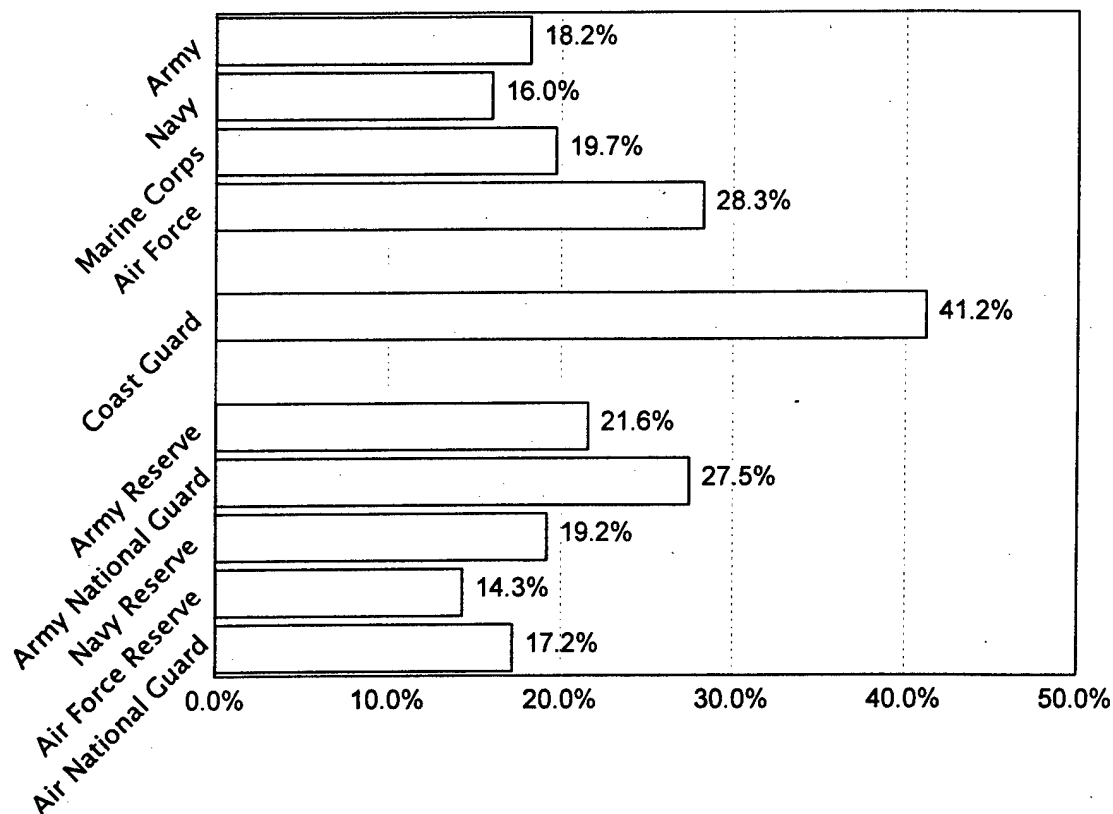


Figure 10

## **Theme 2: Revise recruiting goals**

This was the second most common suggestion by both Active-Duty DoD (13.1 percent) and Reserve/National Guard recruiters (10.0 percent). (See Figure 11). As discussed under most pressing issues, “inappropriate/unrealistic recruiting goals” was the second most serious problem reported by both Active-Duty DoD and Reserve/National Guard recruiters. Goals were identified as unrealistic or inappropriate for several reasons. Mostly they were linked to the downsizing of the military, as well as the changing purpose of the military in today’s society. An Army recruiter wrote, “Figure out realistic recruiting goals.” Another Army recruiter wrote, “Lower the mission. Don’t put a quota on recruiting; just let the recruiter get what he can get.” A Navy recruiter wrote, “Reduce goal to meet downsizing.”

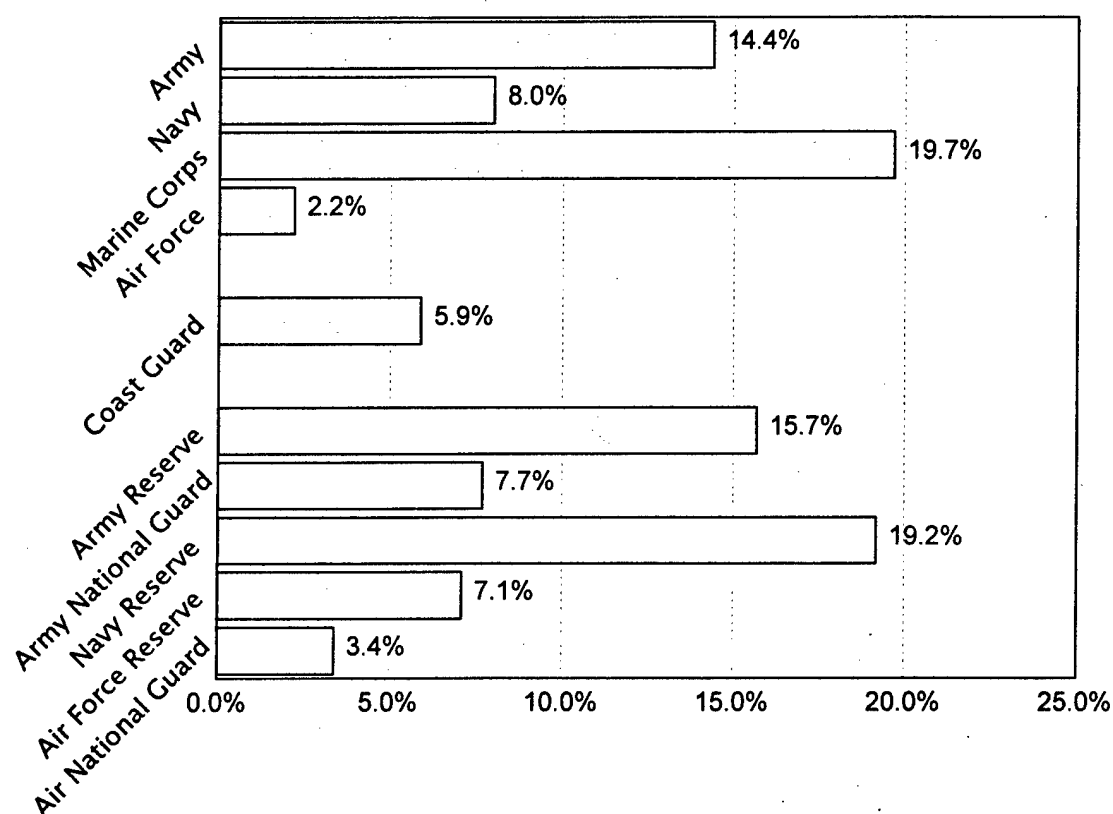


Figure 11  
*Revise recruiting goals*

## **Theme 3: Revise enlistment standards**

This was the third most common suggestion by Active-Duty DoD (9.9 percent) and fourth most common suggestion by Reserve/National Guard recruiters (8.1 percent). (See Figure

12.) As discussed under most pressing issues, “need to revise enlistment standards” was also noted as a serious problem by both Active-Duty DoD and Reserve/National Guard recruiters. One Army recruiter wrote, “Reduce the medical standards and allow persons with GEDs that have a 31 AFQT or higher on the ASVAB to enlist, also non graduates with a 50 or higher.” A Navy recruiter wrote, “Review the medical moral entry prerequisites, most applicants are lost at this point. Many of which would be assets to the Navy. Same applies for GEDs.” An Army National Guard recruiter wrote,

There are many, many highly qualified applicants being turned away because of medical problems. These applicants could be assigned special duties, or areas that could be useful to the military. Some are being rejected, that had they been enlisted and then developed a condition, or lied about this condition, may stay in until they retire. People in [NAME] should quite[sic] degrading the National Guard.

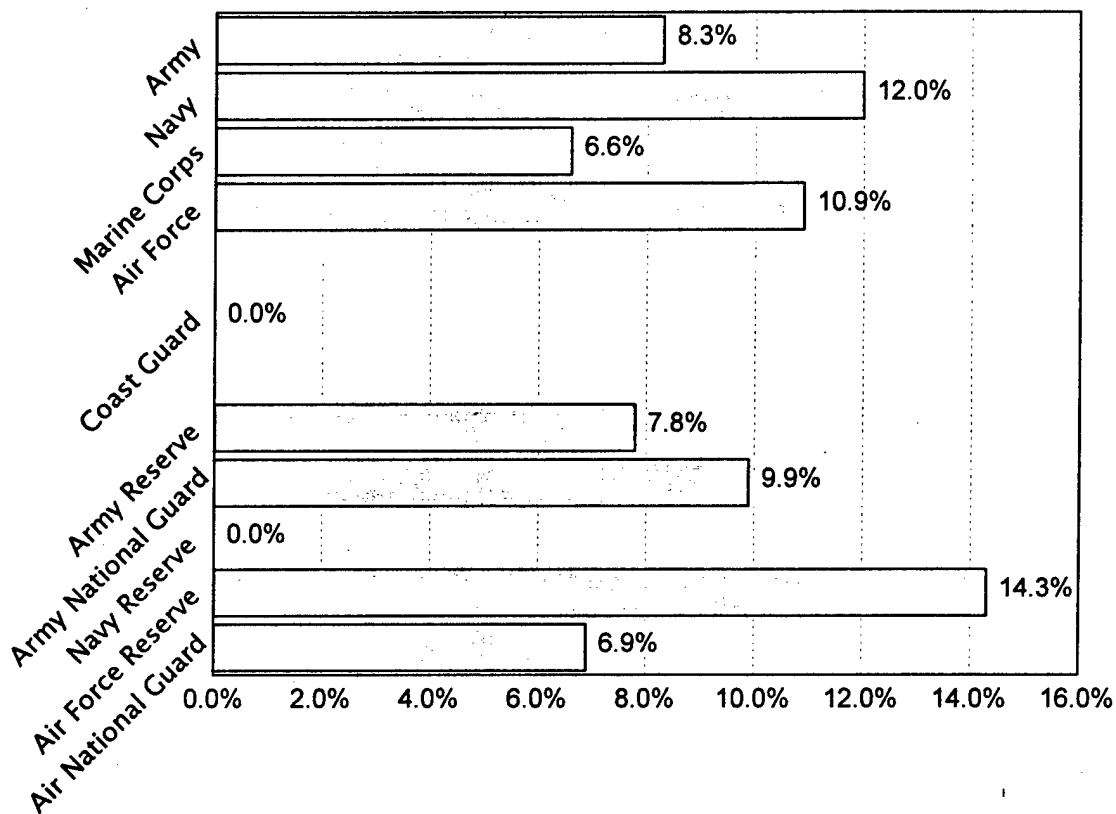


Figure 12  
*Revise enlistment standards*

#### **Theme 4: Increase enlistment attractiveness**

This was the most common suggestion by recruiters in the Air Force Reserve, second most common in the Army National Guard, and the third most common suggestion in the Air National Guard (See Figure 13.) Ways to increase enlistment attractiveness included more

bonuses and more educational benefits such as loan repayment programs. However, most comments did not suggest how enlistment could be made attractive, just that it should be made more attractive to potential recruits.

Unlike the results from the 1994 DoD Survey, the responses to the open-ended comments were somewhat inconsistent with the structured questions. In particular, the structured questions examined were Question 44l (“Educational benefits for prospects are most critical”) and Question 63c (“The types/values of incentive packages you can discuss with your prospects is.”) Of all the Service Branches/Components, Army National Guard and Air National Guard had the highest percentage indicating that educational benefits were critical to their success, as well as the highest percentages expressing that they have greater number of types/values of incentive packages to discuss with prospects.

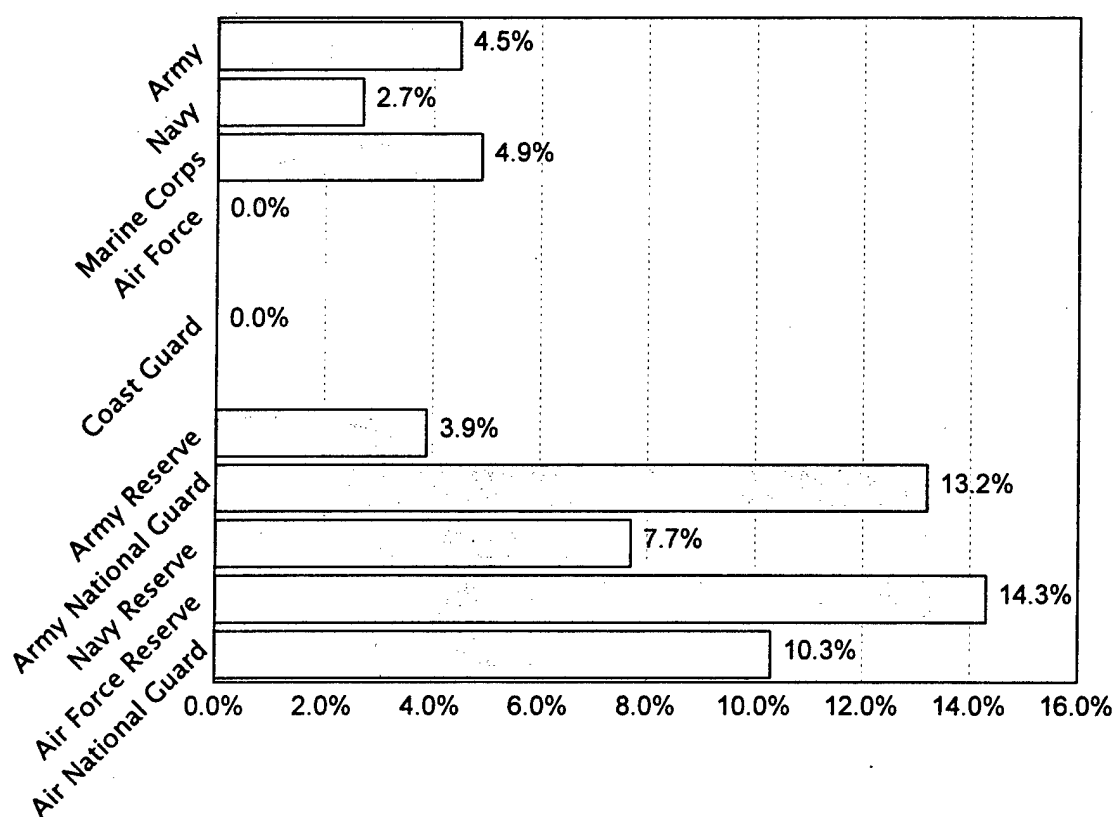


Figure 13  
*Increase enlistment attractiveness*

### **Theme 5: Address poor leadership**

Open-ended comments about addressing poor leadership in recruiting commands were most often found in Army Reserve and Navy Reserve. Air Force and Coast Guard recruiters did not mention this area as one that could be addressed to help their recruiting effort. Types of suggestions identified by recruiters were: “Keep promises to recruiters,” “Prompt actions are

needed to ‘improve/correct difficult situation/problems’ that are presented by recruiters to higher authority,” and “Do these surveys and take the information from the people who work everyday with the public and look very hard at what is going on out here in the field. It’s [an ever] changing world out here.”

The results of the open-ended comments were not consistent with structured Question 42, which addressed satisfaction with recruiting leadership and supervision. Of all the Service Branches/Components, Army Reserve, Army National Guard, Active Army and Active Navy recruiters expressed the most dissatisfaction with recruiting leadership and supervision in Questions 42, while Marine Corps and Air National Guard recruiters expressed the least dissatisfaction.

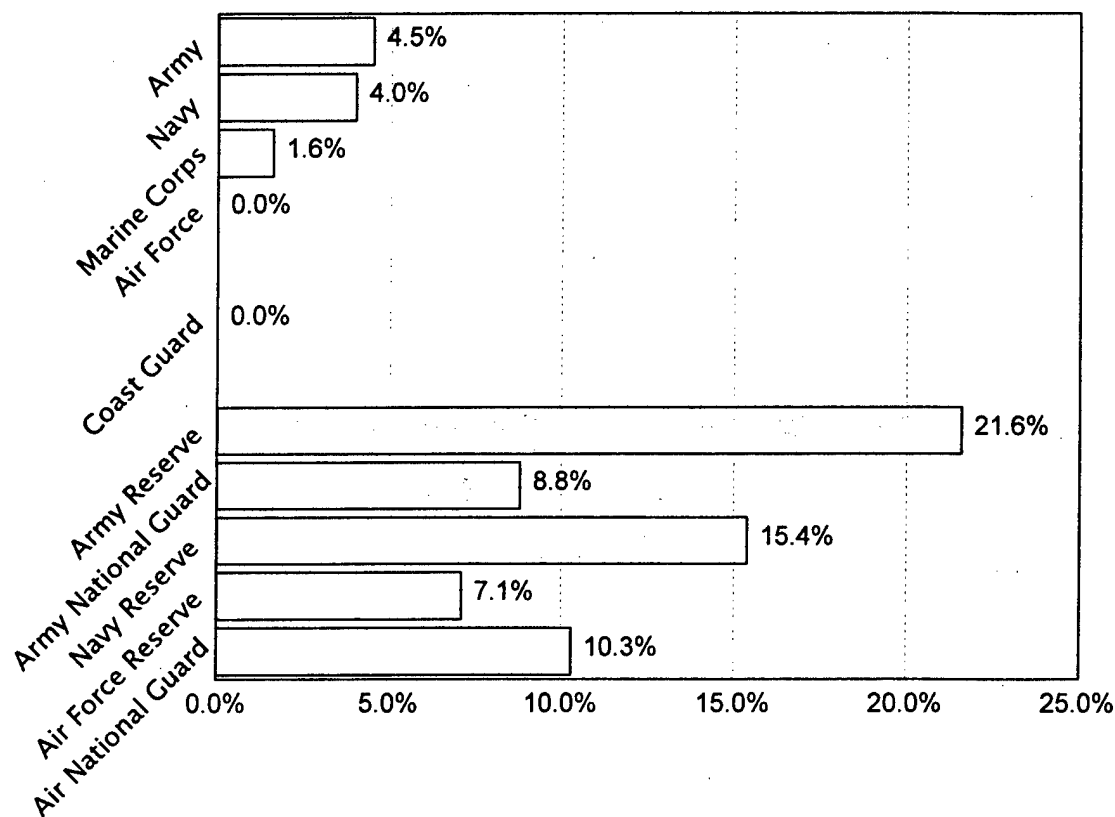


Figure 14

*Address poor leadership in recruiting commands*

### **Theme 6: Issues about location of recruiting office**

While this was not a dominant issue, there were several comments from recruiters regarding the location/placement of their Recruiting Office. (See Figure 15.) In particular, one Army recruiter wrote,

Do a little market research when it comes to placing new offices, for example, my new office is between a physical therapy office and an orthopedic surgeon in a medical plaza. I'm surrounded by disqualified people. We were not even consulted by leasing agent as to location.

A Navy recruiter wrote, "Move this station to a more ideal location rather than between 2 bars and across from a liquor store. And a head shop right next door."

Most of the rest of the comments made by both Active-Duty DoD and Reserve/National Guard are not as colorful. Their comments run along the lines of "provide better office space" or "Place a station in a higher visible area" or "...put us into an up to date facility."

The responses to the open-ended comments were somewhat inconsistent with the structured question regarding the importance of office location (Questions 54A.) All Service Branches/Components had high percentages agreeing with this statement. Of all the Service Branches/Components, Air Force Reserve, Air National Guard and Air Force had the highest percentage agreeing with this statement, yet only Air National Guard recruiters made comments regarding location of their offices.

**Question 76: If you have comments that you were not able to express in answering the survey, please write them in the space provided.**

***Theme 1: 'Make or break' effect of recruiting performance on military career***

This was the top area of comment by recruiters in the Air Force (16.7 percent), and Army National Guard (13.6 percent). (See Figure 16.) An Army recruiter expressed this idea generically as, "Recruiting is definitely a career destroyer!!" An Air Force recruiter was more personal, "I really feel recruiting is jeopardizing my career." A Marine Corps recruiter wrote in more detail,

I don't feel like any recruiter Army, Navy, Air Force, or Marine Corps should feel the pressure of having his or he [sic] career ruined because of failing on recruiting duty. Nov. 7, 1996, one of our Marine recruiters in [NAME] took his life because of under pressure of recruiting. In Nov. of 1994 a young female Army recruiter in [NAME] took her life, I feel because of undue pressure. In July of 95 a Marine recruiter in [NAME] was shot by his wife. His career ruined.



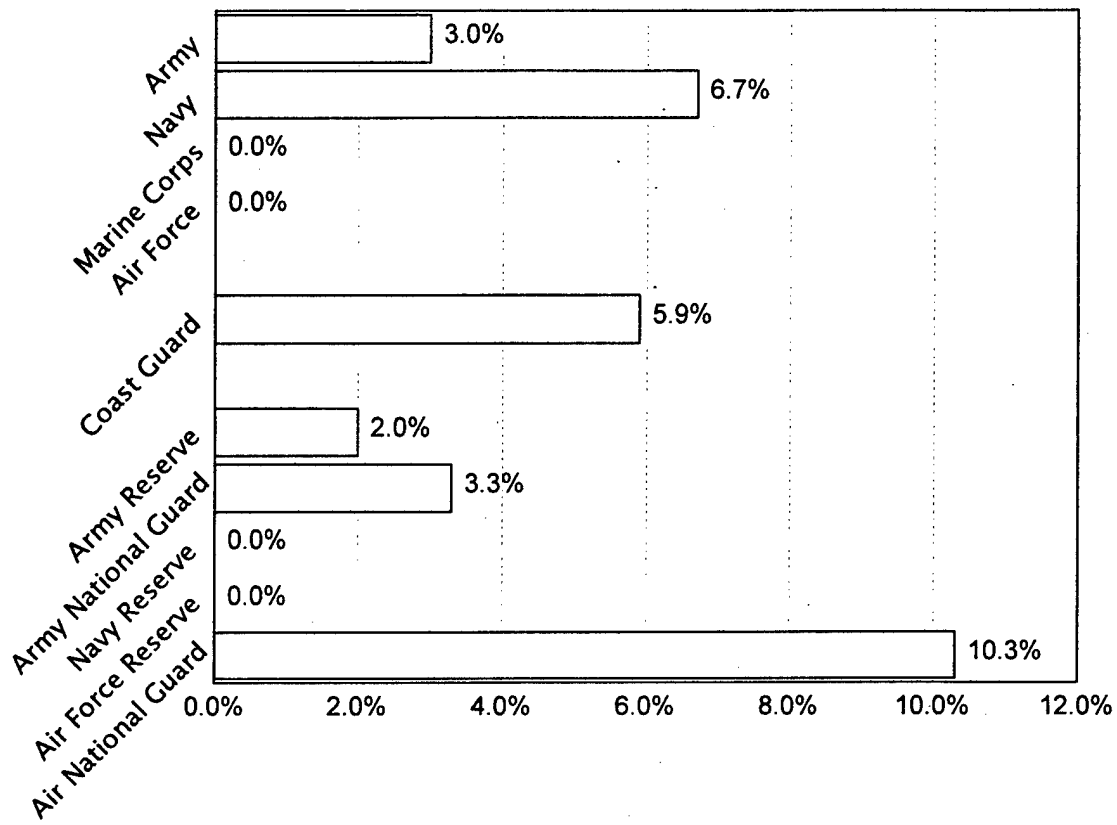


Figure 15  
*Issues about location of recruiting office*

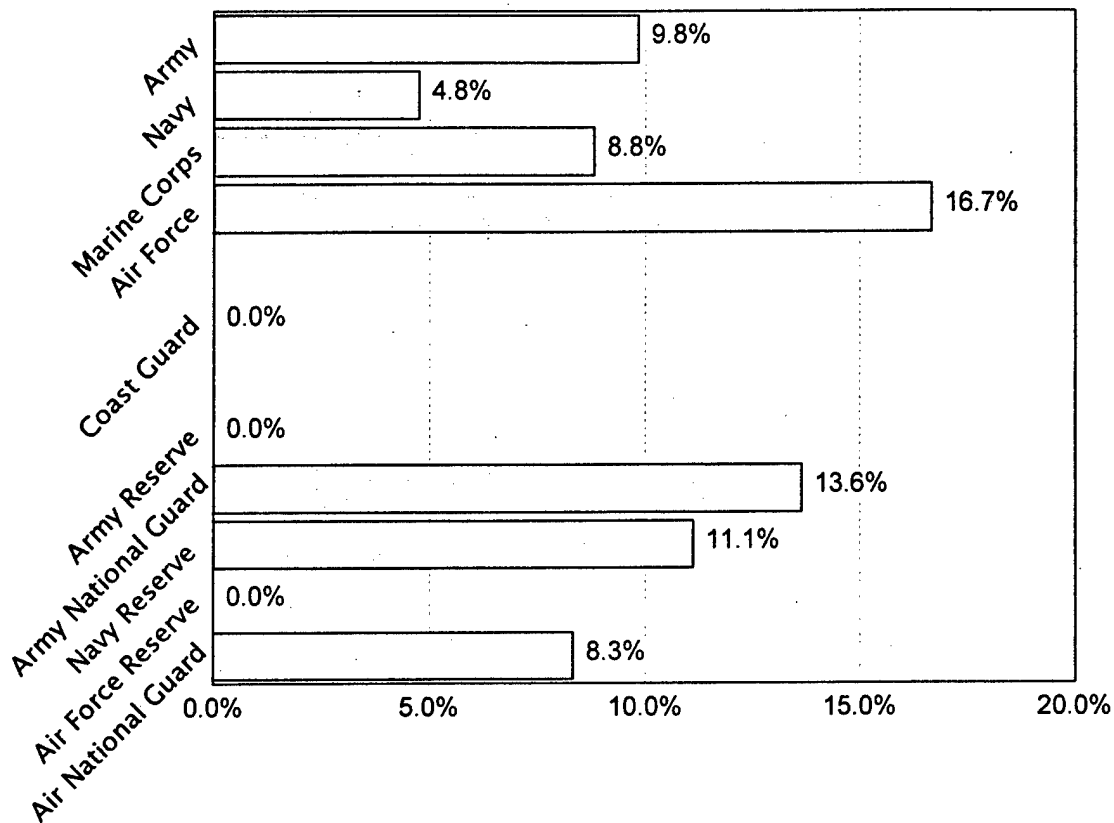


Figure 16

*'Make or break' effect of recruiting performance on military career*

## **Theme 2: Family or personal life**

Comments that touched on family or personal life issues were most common with recruiters in Active Army and Active Navy, while it was the second most mentioned theme with Army Reserve recruiters. The types of comments that were usually mentioned under this theme were: "They don't care about the soldiers or their families," "Recruiters need to spend more time with families, working long hours 6 days a week is not much time for families or to take care of personal business," and "Let new prospective recruiters and their families know that this is a TOUGH job, their attitudes will determine their [attitudes]!!!"

One Army Reserve recruiter expressed graphically,

Soldiers with personal problems or family problems are not given the help nor support to solve their problems. They are being told "[EXPLETIVE] to be you, now make your goal."

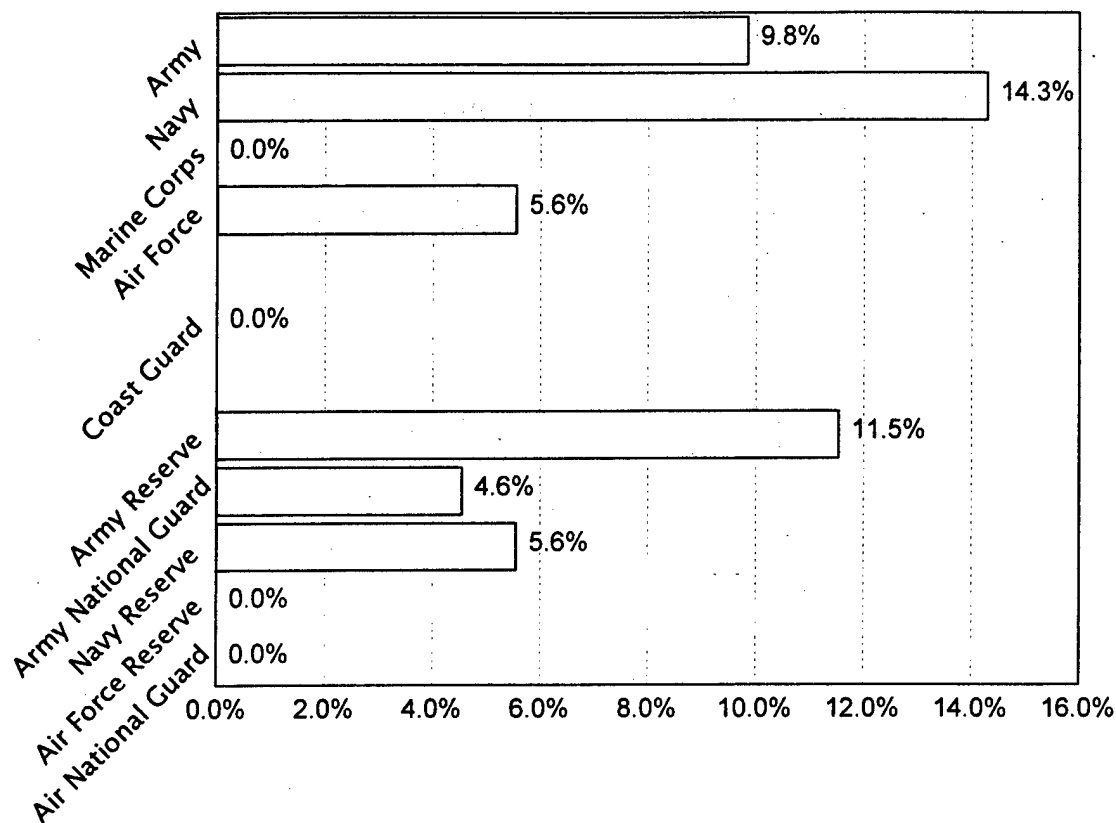


Figure 17  
*Comments on family or personal life issues*

### **Theme 3: Frustration**

Comments that touched on the issue of frustration were wide-ranging. These issues were most common with recruiters in Active Army, Marine Corps, and Army Reserve, while it was the second most frequently mentioned theme by Air National Guard recruiters. One Army recruiter wrote,

It breaks my heart to see this part of the Army. This is not the Army I've given my adult life to serve. As I end my recruiting tour, I feel I have given my all. I have receive 3 sapphire stars in a large station that seldom "boxes." We just miss mission routinely because our area has a high concentration of "B"s. I feel I could have done so much more but the system itself stopped from accomplishing my full potential.

While a Marine Corps recruiter wrote, "You can make me do it, but you can't make me like it. Semper Fi." An Army Reserve recruiter wrote,

Sometimes my job gets difficult when I have to go to "worthless training sessions" all hours of the night, even if the recruiter is in the top 10% in the Battalion! Everyone has a bad month and chances are, if recruiters are having

personal problems that are affecting his/her ability to recruit, then busting their moral further and taking away more personal time won't HELP! Because we still have to display that "pride" after all is said and done while recruiting, and in the high schools.

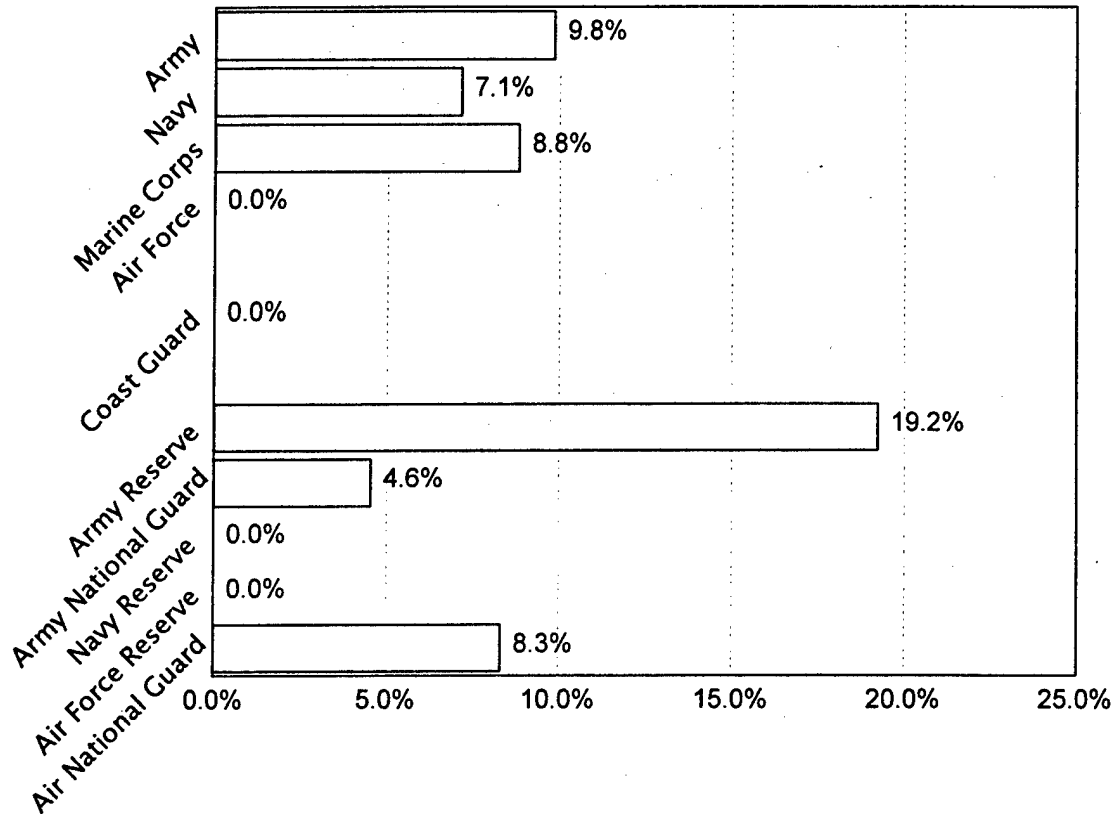


Figure 18  
*Themes of frustration*

#### ***Theme 4: Voluntary status and/or selection of recruiters***

Comments that touched on this theme were of two types. One expressed forcefully how some recruiters are unsuitable for the job, while the other type expressed that there needs to be a better way to select individuals for recruiting duty. This first theme was most frequently expressed by recruiters in the Marine Corps, while the second was the most mentioned theme among Air Force recruiters. One Air Force recruiter reflected,

I honestly think some people are not cut out for recruiting. I work hard & see no results. I work on my leaves, etc. I have yet to achieve my goals or find time to study for promotion.

A Marine Corps recruiter wrote, "I have enjoyed a successful tour of recruiting, but have seen unproductive recruiters carried by others."

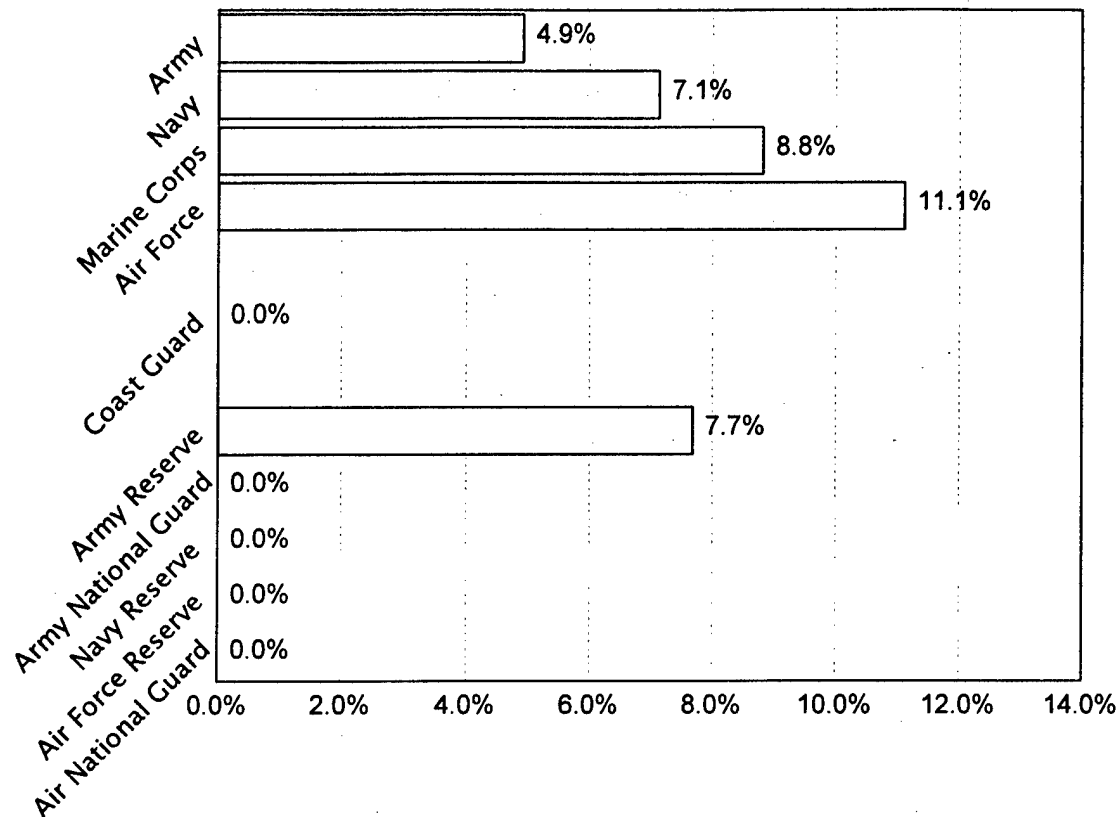


Figure 19  
*Voluntary status and/or selection of recruiters*

### **Theme 5: Emotions regarding recruiting duty**

Very few Active-Duty DoD recruiters stated that they liked recruiting. More often, Active-Duty DoD expressed their dislike of recruiting, asking to be released from such duty and sent back to normal military duties. One of the few more positive comments about recruiting duty from an Active-Duty DoD recruiter stated,

Recruiting to me is great. I love assisting others in a positive way. There are many negatives and there are also many positives involved within this job. Divorce rate is steadily increasing, why?

For Reserve/National Guard recruiters, comments were more positive. Comments regarding positive experiences with recruiting were the second most common among recruiters in Army Reserve and Air National Guard. More often than not, Reserve/National Guard recruiters wrote comments that were both positive and negative. An example of this came from an Army Reserve recruiter who wrote, "I enjoy recruiting and perform my duties to achieve my mission, but feel I've lost my quality of life especially with my family." An Army National Guard recruiter wrote,

Basically, I like recruiting and being involved with people. There are still a lot of good kids out there, but they are getting harder to find and to sell the program to. The pressure from “higher up” and the threats of being “fired” are great distractors from the job.

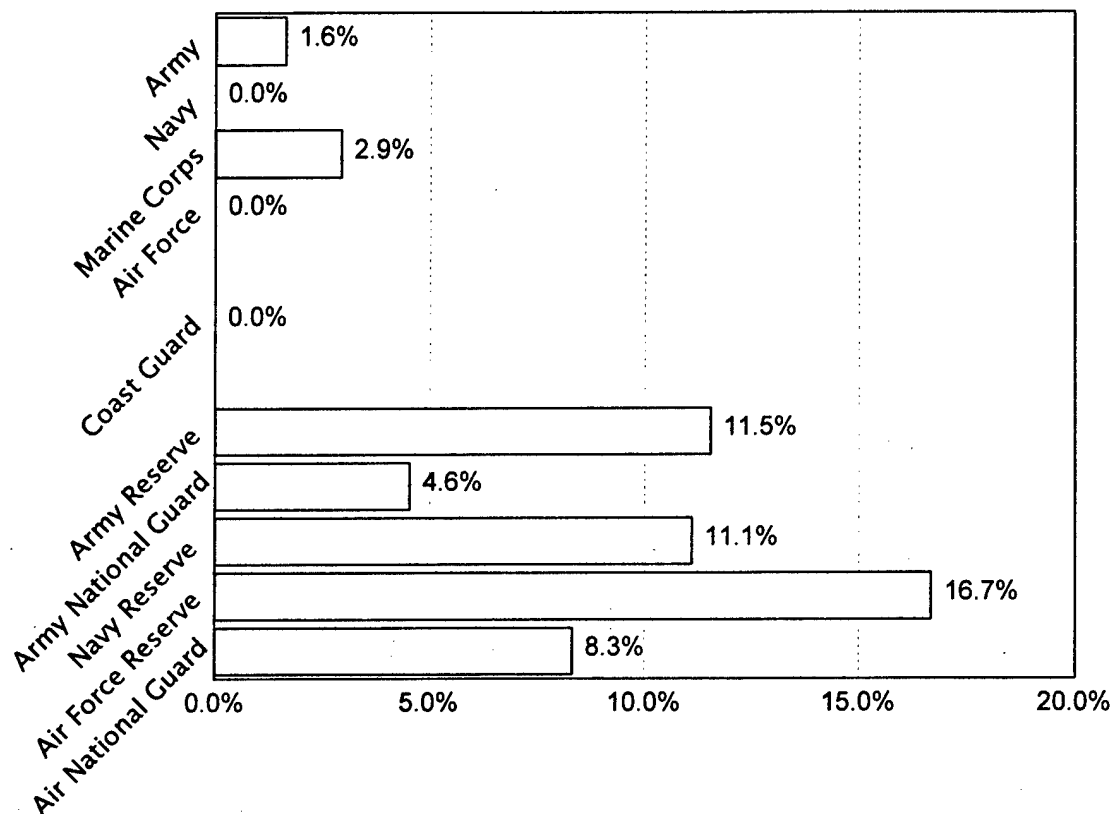


Figure 20  
*Like recruiting*

### ***Theme 6: Thanks for survey participation***

This theme was more typical of Reserve/National Guard recruiters than Active-Duty DoD recruiters. Overall, this was the most common theme that Reserve/National Guard recruiters wrote under Question 76. It was the most commonly mentioned theme with Air Force Reserve and Air National Guard recruiters, second most common for Army National Guard and third most common with Navy Reserve Recruiters. One Army National Guard recruiter wrote, “Listening to our views and concerns are appreciated.” A Navy Reserve recruiter wrote, “I know you are making efforts to improve the recruiters quality of life, and I know it takes time to make changes, I just wanted to say ‘thanks’ for listening.” One of the few Active-Duty DoD recruiters to express thanks in being able to participate in the survey wrote, “Thank you for the survey! I feel better just by having the opportunity to voice my opinion and experience.”

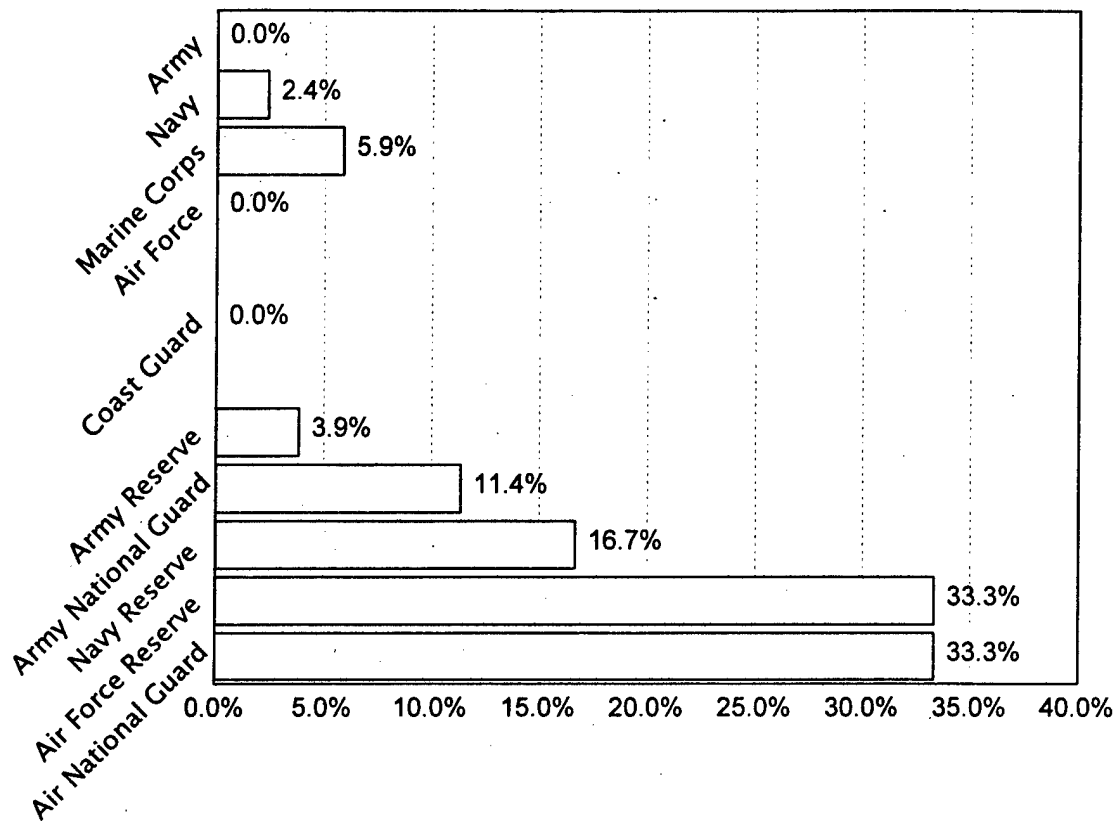


Figure 21

*Comments expressing thanks for survey participation*

### **Theme 7: Communication between command and field**

This was one of the second most commonly mentioned themes for Reserve/National Guard recruiters. It was the most commonly mentioned theme for Air Force Reserve recruiters, and the second most commonly mentioned theme for Navy and Coast Guard recruiters. It was the third most commonly mentioned theme for Army National Guard and Navy Reserve recruiters. Most of the comments related recruiter frustration at command management not understanding of what it takes to process an applicant from start to finish, and particularly the day-to-day activities that a production recruiter goes through. Many of the recruiters stated that command management should get out of their offices and see what it's really like in the trenches. For example, an Air Force recruiter wrote,

USAF recruiting services is stale. Too many NCO's have been allowed to remain too long in recruiting service. They are resistant to change and insist that recruiting be done their way, the old way.

Meanwhile a Coast Guard recruiter wrote,

While each recruiter understands that the bottom line that the command wants to see is the “right numbers”, its [sic] just as important that the command recognize what each recruiting office is faced with and the only way to do that is to visit the area to see the mentality of parents, students, counselors, and school administrators.

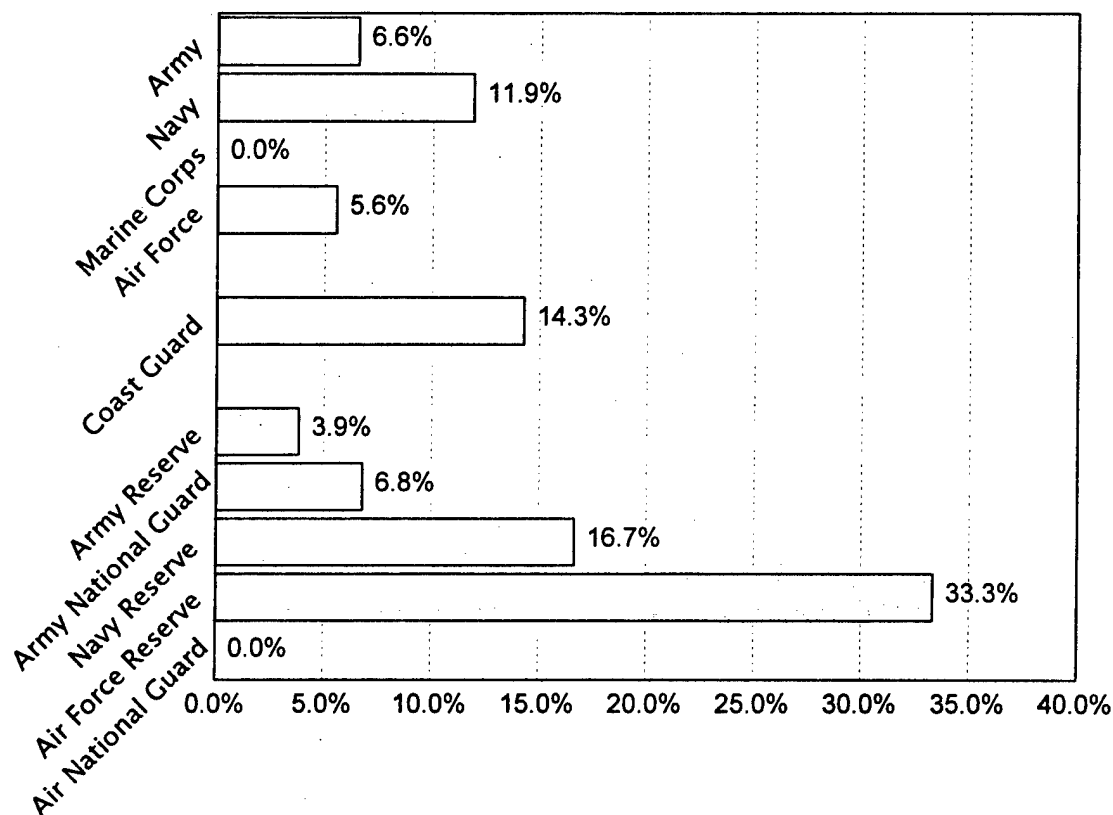


Figure 22  
*Communication between command and field*

### **Coast Guard**

The Coast Guard has not been included in the Active-Duty percentages because of their unique status. Coast Guard is in the Department of Transportation, rather than the Department of Defense. Although its recruiters shared some concerns with the other Service Branches/Components, that is, “provide more advertising/promotional materials in Question 75; and “inappropriate/unrealistic recruiting goals” in Question 74, unique issues of concern to Coast Guard recruiters included: “challenges associated with diversity goals” and “inequitable Special Duty Assignment Pay.” For Question 75, responses by Coast Guard recruiters included “increase support resources” and “improve enlistment processing.” In Question 76, the primary theme expressed pertained to SDAP issues. The other areas commented on by equal numbers of



Coast Guard recruiters were: "communication between command and field/recruiting command," "poor leadership," "survey structure," and "diversity goals."

## SUMMARY AND CONCLUSION

As was found in the comments contained in the 1994 DoD Recruiter Survey, it is evident that recruiters in 1996 want to communicate their concerns about recruiting life. However, compared to those in 1994, recruiters in 1996 are more likely to perceive that their commanders do not listen and therefore, making comments is useless. While the comments that are made do reveal a genuine desire among recruiters to do well in their assigned positions and to reach goals, there is also a sense of frustration and general anger, not only with the military command, but also with the society at large. This came through loud and clear with the language and tone of many respondents. For example one recruiter wrote "Hard work, long hours, loyalty, selfless service, and sacrifice are not noticed. Numbers go before honesty, integrity & character." This recruiter went on to write, "Unpatriotic attitude of [today's] 17-34 olds (at least in my area)." Another recruiter observed, "People do not believe in [Service Branch/Component]. Still another recruiter wrote, "The question and ethical dilemma I now face daily is: 'why would I want to recruit new soldiers into an organization that I am totally dissatisfied with?' " Finally, another recruiter wrote,

A lot of my answers are negative but I fully understand that solutions are very hard to find. I don't feel overly cheated or mistreated. The second worse thing about recruiting is having to see first hand every day how little people are willing to do for... , freedom, etc.

The solutions the recruiters primarily focused on were increasing advertising and promotional materials, as well as revising recruiting goals. Further, Active-Duty DoD recruiters mentioned additional support resources, as well as revising enlistment standards. In comparison, Reserve/National Guard recruiters mentioned "address poor leadership in recruiting commands" and "increase enlistment attractiveness." As was found in the comments contained in the 1994 DoD Recruiter Survey, the solutions offered by recruiters were primarily limited to what can be immediately implemented within the existing structure. This would tend to negate the explanation in Salvucci et al., (1996) that "the fairly narrow wording of the question" tended to imply "a near-term solution to recruiters." Salvucci et al., (1996) recommended for the 1996 DoD Recruiter Survey that "to capture more recommendations for long-term changes, it might be useful ... to provide more general wording...." This recommendation was followed for the 1996 DoD Recruiter Survey. Yet, recruiters in 1996 still focused primarily on near-term solutions.

Scattered throughout the comments from Question 75, as well as those from Question 76, were suggestions that this survey should be taken more seriously, and that the results of this survey (and other surveys) should be disseminated to recruiters:

Since I have never seen results of these surveys, why do them? I have talked to many Recruiters who express many of the same concerns and it seems these concerns stay the same or get worse.

In general, if this survey shows some definite problems, do everything possible to fix them. Don't let this become another exercise in futility.

Follow the recommendations from survey.

Read these surveys.

Don't just do surveys and not let us see the actual effects of change.

Recognize and treat problem, not the symptoms.

You people sitting back there reading these stupid surveys have NO CLUE WHAT GOES ON OUT THERE!

This survey is a waste of time unless some changes are made.

On the other hand, in Question 76 comments, many recruiters expressed gratitude for the opportunity to register their opinions and concerns. A few recruiters even asked to be contacted personally. One recruiter wrote, "...call or write me because I don't have enough room to express how I could truly help recruiting with the insight I have." Another wrote, "Please give me a call if you want/need more candid or indepth [sic] answers."

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**APPENDIX A:**

**ISSUE CATEGORY DESCRIPTIONS FOR THE 1996 DOD RECRUITER SURVEY**



# Appendix Table A-1

## Issue Category Descriptions for the 1996 DoD Recruiter Survey<sup>1</sup>

Question 74: "What do you believe are the most pressing problems facing recruiters today?"

Code	Issue/Category Descriptions
1	Like recruiting duty (general)
2	Dislike recruiting duty (general)
3	Excessive stress/pressure
4	Excessive work hours
5	Excessive cost of living
6	Inappropriate/unrealistic recruiting goals
7	Over-emphasis on production numbers; under-emphasis on recruiter welfare
8	Need to revise enlistment standards
9	"Make or break" effect of recruiting performance on military career
10	Excessive strain on family/personal life
11	Lack of support resources
12	Need for standardized enlistment incentives/benefits
13	Need for improved screening procedures to select recruiters
14	Desire for shorter recruiting duty tour
15	Need for more advertising/promotional materials
16	Advocacy of recruiting as voluntary duty
17	Desire for re-institution of the draft
18	Poor leadership in recruiting commands
19	Poor promotional structure/opportunities
20	Excess paperwork/administrative stuff
21	Difficulty in getting/taking leave
22	Poor access to health care (recruiter and dependents)
23	Insufficient recruiter training
24	Recruiter liability (for candidate withdrawal)
25	Need for demographic/market considerations when assigning goals
26	Unprofessional practices of other Services
27	Lack of recruiter incentives and/or rewards
28	Excessive waiting time for candidates to begin active duty
29	Existence of "good ol' boy" network
30	Advocacy of centralized recruiting force (DoD or civilian run for all branches)
31	Dissatisfaction with geographic location
32	Existence of recruiter impropriety within command
33	Need for more teamwork
34	Lack of education/career development opportunities
35	Lack of physical training opportunities
36	Excessive micro-management
37	Need for increased enlistment attractiveness
38	Need for improved public image of military
39	Dissatisfaction with youth value system
40	Problems created by down-sizing of military
41	Need for improved enlistment processing

<sup>1</sup> Issue categories 1-36 are adapted from a report on the 1989 survey (Miner et al., 1990). Issue categories 37-41 are adapted from a report on the 1991 survey (Salvucci et al., 1996). Issue categories 42-59 were developed in the analysis of the 1996 DoD Recruiter Survey.

Code	Issue/Category Descriptions
42	Responsibilities competing with recruiting
43	Inequitable SDAP
44	Challenges associated with diversity goals
45	Poor communication between command and field
46	Need for longer recruiting duty tour or career-recruiting force
47	Advocacy of team goals
48	"Quality of Life" – not specific
49	Negative attitudes of parents and key influencers to military
50	Lack of respect for judgment of recruiters/ Autonomy issues
51	Lack of appreciation of the role and/or need of military in society
52	Other health care issues, such as poor claims processing
53	"Not sure", "Don't Know", "Undecided", "Not Applicable", "No Comment"
54	Poor access to high schools
55	"Doesn't Matter," "Nothing will Change"
56	Limited job opportunities/options for recruits
57	Poor treatment of enlistees once in military
58	Poor quality of recruit prospect pool due to school system, drugs, crime, etc.
59	Diminishing military benefits, i.e., health care post-retirement, housing



## Appendix Table A-2

### *Issue Category Descriptions for the 1996 DoD Recruiter Survey<sup>2</sup>*

Question 75: "What can DoD and your Service do to help your recruiting effort?"

Code	Description
1	Like recruiting duty (general)
2	Dislike recruiting duty (general)
3	Reduce excessive stress/pressure
4	Reduce excessive work hours
5	Ease excessive cost of living
6	Revise recruiting goals
7	Emphasize recruiter welfare over production numbers
8	Revise enlistment standards
9	Eliminate "make or break" effect of recruiting performance on military career
10	Ease strain on family/personal life
11	Increase support resources
12	Standardize enlistment incentives/benefits
13	Improve screening procedures to select recruiters
14	Reduce recruiting duty tour
15	Provide more advertising/promotional materials
16	Advocate recruiting as voluntary duty
17	Re-instate the draft
18	Address poor leadership in recruiting commands
19	Revise promotional structure/opportunities
20	Reduce excessive paperwork/administrative stuff
21	Ease the difficulty in getting/taking leave
22	Increase access to health care (recruiter and dependents)
23	Better recruiter training
24	Eliminate recruiter liability (for candidate withdrawal)
25	Consider demographic/market considerations when assigning goals
26	Address unprofessional practices of other Services
27	Provide recruiter incentives and/or rewards
28	Reduce waiting time for candidates to begin active duty
29	Eliminate "good ol' boy" network/favoritism
30	Create centralized recruiting force (DoD or civilian run for all branches)
31	Address dissatisfaction with geographic location
32	Address recruiter impropriety within command
33	Encourage teamwork
34	Provide education/career development opportunities
35	Provide physical training opportunities
36	Reduce micro-management
37	Increase enlistment attractiveness
38	Improve public image of military
39	Address youth value system
40	Address problems created by down-sizing of military
41	Improve enlistment processing

<sup>2</sup> Issue categories 1-36 are adapted from a report on the 1989 survey (Miner et al., 1990). Issue categories 37-41 are adapted from a report on the 1991 survey (Salvucci et al., 1996). Issue categories 42-61 were developed in the analysis of the 1996 DoD Recruiter Survey.

Code	Description
42	Address issues related to competing responsibilities with recruiting
43	Standardize SDAP across Services
44	Address issues related to challenges associated with diversity goals
45	Improve communication between command and field
46	Make recruiting services a career-recruiting force
47	Advocacy of team goals
48	Address "Quality of Life" issues – not specific
49	Negative attitudes of parents and key influencers to military
50	Give more autonomy/respect for judgment of recruiters
51	Lack of appreciation of the role and/or need of military in society
52	Address other health care issues, such as poor claims processing
53	"Not sure", "Don't Know", "Undecided", "Not Applicable", "No Comment"
54	Improve access to high schools and issues of support from high school counselors
55	"Doesn't Matter," "Nothing will Change"
56	Increase job opportunities/options for recruits
57	Improve treatment of enlistees once in military, so retention is not an issue
58	Poor quality of recruit prospect pool due to school system, drugs, crime, etc.
59	Maintain military benefits, i.e., health care post-retirement, housing
60	Need for better advertisements – not just combat images
61	Office Location/Placement

# Appendix Table A-3

## *Issue Category Descriptions for the 1996 DoD Recruiter Survey<sup>3</sup>*

Question 76: "If you have comments that you were not able to express in answering the survey, please write them in the space provided."

Code	Issue/Category Descriptions
1	Societal Issues – and appreciation of the military
2	Cost of Living / Housing
3	Competition Between Services – Centralized Recruiting Core
4	Do Not Like Recruiting
5	Like Recruiting
6	Better Advertising Message
7	Consider Demographic/Market when Assigning Goal
8	Communication between command and field/ Recruiting Command
9	Paperwork
10	Quality of Life – general
11	Family/Personal Life
12	Make or Break – goal pressure
13	Burnout/Stress/Pressure
14	Health Care
15	Frustration
16	Poor leadership
17	Micro-management
18	Structuring of Goal
19	Tour of Duty
20	Disrespect within military for recruiter – treatment of recruiters
21	Specific Questions - #'s
22	Support Resources
23	Voluntary Status/Selection of Recruiters
24	Training
25	Leave
26	Professional Advancement/Promotions
27	Enlistment Attractiveness
28	Team work
29	Recruiter welfare
30	Choice after recruiting duty
31	Work hours – Work schedule
32	Good ol' boy network
33	Waiting time
34	Enlistment standards and Standardization of enlistment standards
35	Recruiter impropriety
36	Thanks for the survey -
37	Survey structure
38	Distribute results
39	Downsizing of military
40	Liability of enlistee reneging
41	Retention of soldiers
42	SDAP

<sup>3</sup> Issue categories were developed in the analysis of the 1996 DoD Recruiter Survey.

Code	Issue/Category Descriptions
43	Diversity goals
44	Bad press
45	Recruiting incentives
46	Office location issues
47	Quality goals should be emphasized
48	MEPS problems

**APPENDIX B:**

**PERCENT OF COMMENTING RECRUITERS EXPRESSING CONCERN**

**FOR EACH ISSUE ON QUESTION 74**

Appendix Table B-1

Percent of Commenting 1996 Active-Duty Recruiters Expressing Concern for Each Issue on Question 74, by Branch of Service\*

Question 74: "What do you believe are the most pressing problems facing recruiters today? (Percentage)"

Code	Description	Marine				Active-Duty			
		Army N=163	Navy N=100	Corps N=78	Air Force N=58	Coast Guard N=18	DoD N=417		
1	Like recruiting duty (general)	0.0	2.0	1.3	3.4	5.6	1.2		
2	Dislike recruiting duty (general)	1.1	0.0	2.6	0.0	0.0	0.9		
3	Excessive stress/pressure	6.5	11.9	15.4	17.2	5.6	10.9		
4	Excessive work hours	11.4	12.9	15.4	13.8	0.0	12.8		
5	Excessive cost of living	3.8	5.0	7.7	5.2	0.0	5.0		
6	Inappropriate/unrealistic recruiting goals	15.1	7.9	19.2	17.2	16.7	14.5		
7	Over-emphasis on production numbers; under-emphasis on recruiter welfare	14.1	12.9	1.5	8.6	0.0	12.6		
8	Need to revise enlistment standards	8.1	13.9	17.9	12.1	0.0	11.8		
9	"Make or break" effect of recruiting performance on military career	12.4	13.9	15.4	13.8	5.6	13.5		
10	Excessive strain on family/personal life	14.6	9.9	24.4	13.8	0.0	15.2		
11	Lack of support resources	2.7	1.0	1.3	0.0	5.6	1.7		
12	Need for standardized enlistment incentives/benefits	0.0	2.0	0.0	0.0	0.0	0.5		
13	Need for improved screening procedures to select recruiters	5.4	8.9	5.1	0.0	11.1	5.5		
14	Desire for shorter recruiting duty tour	2.7	0.0	0.0	1.7	0.0	1.4		
15	Need for more advertising/promotional materials	1.6	5.0	0.0	12.1	11.1	3.6		
16	Advocacy of recruiting as voluntary duty	2.2	2.0	3.8	0.0	0.0	2.1		
17	Desire for re-institution of the draft	0.5	0.0	0.0	0.0	0.0	0.2		
18	Poor leadership in recruiting commands	16.2	15.8	5.1	15.5	0.0	14.0		
19	Poor promotional structure/opportunities	0.0	0.0	0.0	5.2	0.0	0.7		
20	Excess paperwork/administrative stuff	5.4	1.0	3.8	10.3	16.7	4.7		
21	Difficulty in getting/taking leave	5.9	1.0	2.6	1.7	0.0	3.6		
22	Poor access to health care (recruiter and dependents)	5.4	1.0	3.8	1.7	0.0	3.6		
23	Insufficient recruiter training	2.2	7.9	2.6	8.6	0.0	4.5		
24	Recruiter liability (for candidate withdrawal)	1.1	0.0	1.3	0.0	0.0	0.7		
25	Need for demographic/market considerations when assigning goals	6.5	3.0	5.1	5.2	5.6	5.2		
26	Unprofessional practices of other Services	1.1	2.0	2.6	1.7	5.6	1.7		
27	Lack of recruiter incentives and/or rewards	3.2	3.0	0.0	5.2	11.1	2.8		
28	Excessive waiting time for candidates to begin active duty	0.0	0.0	0.0	1.7	0.0	0.2		
29	Existence of "good ol' boy" network	1.6	3.0	1.3	3.4	0.0	2.1		
30	Advocacy of centralized recruiting force (DoD or civilian run for all branches)	1.1	0.0	0.0	3.4	0.0	0.9		
31	Dissatisfaction with geographic location	2.2	1.0	0.0	0.0	0.0	1.2		

# Appendix Table B-1

## Percent of Commenting 1996 Active-Duty Recruiters Expressing Concern for Each Issue on Question 74, by Branch of Service\* (cont.)

Question 74: "What do you believe are the most pressing problems facing recruiters today? (Percentage)"

Code	Description	Marine				Active-Duty	
		Army N=163	Navy N=100	Corps N=78	Air Force N=58	Coast Guard N=18	DoD N=417
32	Existence of recruiter impropriety within command	2.7	2.3	5.1	1.7	0.0	2.8
33	Need for more teamwork	1.1	3.0	0.0	0.0	5.6	1.2
34	Lack of education/career development opportunities	1.1	5.0	1.3	0.0	0.0	1.9
35	Lack of physical training opportunities	0.5	1.0	0.0	5.2	0.0	1.2
36	Excessive micro-management	1.6	1.0	2.6	3.4	0.0	1.9
37	Need for increased enlistment attractiveness	2.2	6.9	2.6	0.0	5.6	3.1
38	Need for improved public image of military	8.1	8.9	6.4	5.2	5.6	7.6
39	Dissatisfaction with youth value system	7.0	2.0	6.4	5.2	0.0	5.5
40	Problems created by down-sizing of military	0.0	2.0	1.3	5.2	0.0	1.4
41	Need for improved enlistment processing	1.6	5.0	0.0	3.4	0.0	2.4
42	Responsibilities competing with recruiting	2.7	1.0	1.3	5.2	11.1	2.4
43	Inequitable SDAP	0.0	0.0	0.0	0.0	16.7	0.0
44	Challenges associated with diversity goals	0.0	0.0	0.0	0.0	38.9	0.0
45	Poor communication between command and field	2.7	2.0	2.6	0.0	5.6	2.1
46	Need for longer recruiting duty tour or career-recruiting force	0.0	0.0	0.0	0.0	11.1	0.0
47	Advocacy of team goals	0.0	0.0	0.0	0.0	5.6	0.0
48	"Quality of Life" - not specific	8.6	5.9	11.5	1.7	0.0	7.6
49	Negative attitudes of parents and key influencers to military	2.2	2.0	6.4	1.7	0.0	2.8
50	Lack of respect for judgment of recruiters/ Autonomy issues	8.6	1.0	0.0	5.2	0.0	4.7
51	Lack of appreciation of the role and/or need of military in society	5.9	5.9	7.7	6.9	0.0	6.4
52	Other health care issues, such as poor claims processing	3.2	0.0	2.6	3.4	0.0	2.4
53	"Not sure", "Don't Know", "Undecided", "Not Applicable", "No Comment"	1.1	1.0	0.0	0.0	0.0	0.7
54	Poor access to high schools	2.2	3.0	9.0	1.7	0.0	3.6
55	"Doesn't Matter", "Nothing will Change"	0.0	1.0	0.0	3.4	0.0	0.7
56	Limited job opportunities/options for recruits	1.1	0.0	1.3	1.7	0.0	0.9
57	Poor treatment of enlistees once in military	0.0	0.0	0.0	0.0	0.0	0.0
58	Poor quality of recruit prospect pool due to school system, drugs, crime, etc.	0.0	0.0	0.0	0.0	0.0	0.0
59	Diminishing military benefits, i.e., health care post-retirement, housing	0.0	0.0	0.0	0.0	0.0	0.0

\* The total Active-Duty Department of Defense (DoD) figures do not include the Coast Guard (Department of Transportation).

Appendix Table B-2

Percent of Commenting 1996 Reserve/National Guard Recruiters Expressing Concern for Each Issue on Question 74, by Component of Service

Question 74: "What do you believe are the most pressing problems facing recruiters today? (Percentage)"

Code	Description	Army			Navy			Air Force			Air			Reserve/National Guard	N=27
		Reserve N=71	National Guard N=114	Navy Reserve N=39	Reserve N=17	National Guard N=35	Reserve/National Guard N=27	Reserve/National Guard N=35	Reserve/National Guard N=27	Reserve/National Guard N=35	Reserve/National Guard N=27	Reserve/National Guard N=35	Reserve/National Guard N=27	Reserve/National Guard N=35	Reserve/National Guard N=27
1	Like recruiting duty (general)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
2	Dislike recruiting duty (general)	2.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
3	Excessive stress/pressure	14.1	4.3	5.1	5.9	5.9	0.0	5.9	0.0	0.0	0.0	0.0	0.0	0.0	6.0
4	Excessive work hours	5.6	2.6	5.1	5.9	5.9	8.6	5.9	8.6	5.9	8.6	5.9	8.6	5.9	4.0
5	Excessive cost of living	8.5	1.7	5.1	0.0	5.1	0.0	0.0	5.7	4.0	4.0	5.7	4.0	4.0	4.0
6	Inappropriate/unrealistic recruiting goals	22.5	16.4	12.8	0.0	5.7	15.0	0.0	5.7	15.0	5.7	0.0	5.7	15.0	15.0
7	Over-emphasis on production numbers; under-emphasis on recruiter welfare	14.1	10.3	12.8	5.9	2.9	10.0	5.9	2.9	10.0	5.9	2.9	10.0	5.9	10.0
8	Need to revise enlistment standards	5.6	15.5	10.3	11.8	17.1	12.0	11.8	17.1	12.0	11.8	17.1	12.0	11.8	12.0
9	"Make or break" effect of recruiting performance on military career	7.0	8.6	15.4	11.8	0.0	8.0	11.8	0.0	8.0	11.8	0.0	8.0	11.8	8.0
10	Excessive strain on family/personal life	21.1	3.4	5.1	5.9	8.6	9.0	5.9	8.6	9.0	5.9	8.6	9.0	5.9	9.0
11	Lack of support resources	1.4	4.3	0.0	0.0	5.7	2.0	0.0	5.7	2.0	0.0	5.7	2.0	0.0	2.0
12	Need for standardized enlistment incentives/benefits	1.4	6.0	5.1	5.9	0.0	4.0	5.9	0.0	4.0	5.9	0.0	4.0	5.9	4.0
13	Need for improved screening procedures to select recruiters	2.8	2.6	7.7	0.0	0.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.0
14	Desire for shorter recruiting duty tour	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
15	Need for more advertising/promotional materials	1.4	11.2	5.1	11.8	11.4	7.0	11.8	11.4	7.0	11.8	11.4	7.0	11.8	7.0
16	Advocacy of recruiting as voluntary duty	1.4	0.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
17	Desire for re-institution of the draft	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
18	Poor leadership in recruiting commands	15.5	22.4	20.5	17.6	11.4	18.0	17.6	11.4	18.0	17.6	11.4	18.0	17.6	18.0
19	Poor promotional structure/opportunities	4.2	3.4	5.1	5.9	5.7	4.0	5.9	5.7	4.0	5.9	5.7	4.0	5.9	4.0
20	Excess paperwork/administrative stuff	4.2	1.7	12.8	11.8	2.9	4.0	11.8	2.9	4.0	11.8	2.9	4.0	11.8	4.0
21	Difficulty in getting/taking leave	8.5	1.7	2.6	0.0	2.9	3.0	0.0	2.9	3.0	0.0	2.9	3.0	0.0	3.0
22	Poor access to health care (recruiter and dependents)	7.0	1.7	2.6	29.4	5.7	5.0	29.4	5.7	5.0	29.4	5.7	5.0	29.4	5.0
23	Insufficient recruiter training	7.0	5.2	5.1	5.9	0.0	5.0	5.9	0.0	5.0	5.9	0.0	5.0	5.9	5.0
24	Recruiter liability (for candidate withdrawal)	0.0	0.0	0.0	5.9	0.0	0.0	5.9	0.0	0.0	5.9	0.0	0.0	5.9	0.0
25	Need for demographic/market considerations when assigning goals	5.6	8.6	2.6	5.9	20.0	8.0	5.9	20.0	8.0	5.9	20.0	8.0	5.9	8.0
26	Unprofessional practices of other Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
27	Lack of recruiter incentives and/or rewards	0.0	1.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
28	Excessive waiting time for candidates to begin active duty	1.4	0.0	5.1	0.0	2.9	1.0	0.0	2.9	1.0	0.0	2.9	1.0	0.0	1.0
29	Existence of "good ol' boy" network	0.0	0.0	2.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
30	Advocacy of centralized recruiting force (DoD or civilian run for all branches)	0.0	0.0	0.0	5.9	0.0	0.0	5.9	0.0	0.0	5.9	0.0	0.0	5.9	0.0



Appendix Table B-2

*Percent of Commenting 1996 Reserve/National Guard Recruiters Expressing Concern for Each Issue on Question 74, by Component of Service (cont.)*

Question 74: "What do you believe are the most pressing problems facing recruiters today? (Percentage)"

Code	Description	Army			Navy			Air Force			Air			Reserve/National Guard	N=27
		Reserve N=71	National Guard N=114		Reserve N=39			Reserve N=17			National Guard N=35				
31	Dissatisfaction with geographic location	1.4	0.9		0.0			5.9			0.0				1.
32	Existence of recruiter impropriety within command	2.8	1.7		0.0			11.8			0.0				2.
33	Need for more teamwork	0.0	2.6		0.0			11.8			0.0				1.
34	Lack of education/career development opportunities	0.0	0.0		5.1			0.0			0.0				0.
35	Lack of physical training opportunities	0.0	0.0		0.0			0.0			0.0				0.
36	Excessive micro-management	4.2	1.7		5.1			5.9			2.9				3.
37	Need for increased enlistment attractiveness	0.0	8.6		2.6			17.6			8.6				6.
38	Need for improved public image of military	8.5	7.8		5.1			5.9			17.1				8.
39	Dissatisfaction with youth value system	4.2	11.2		0.0			17.6			5.7				7.
40	Problems created by down-sizing of military	2.8	11.2		7.7			17.6			20.0				10.
41	Need for improved enlistment processing	4.2	3.4		20.5			5.9			5.7				6.
42	Responsibilities competing with recruiting	0.0	0.9		5.1			0.0			5.7				1.
43	Inequitable SDAP	0.0	0.0		0.0			0.0			0.0				0.
44	Challenges associated with diversity goals	0.0	0.9		0.0			0.0			2.9				0.
45	Poor communication between command and field	1.4	3.4		5.1			0.0			0.0				2.
46	Need for longer recruiting duty tour or career-recruiting force	0.0	0.0		0.0			0.0			0.0				0.
47	Advocacy of team goals	0.0	0.9		0.0			0.0			0.0				0.
48	"Quality of Life" - not specific	7.0	0.9		15.4			0.0			2.9				4.
49	Negative attitudes of parents and key influencers to military	2.8	3.4		0.0			0.0			5.7				2.
50	Lack of respect for judgment of recruiters/ Autonomy issues	4.2	0.9		0.0			0.0			2.9				1.
51	Lack of appreciation of the role and/or need of military in society	11.3	16.4		5.1			11.8			14.3				12.
52	Other health care issues, such as poor claims processing	0.0	0.9		0.0			11.8			0.0				1.
53	"Not sure", "Don't Know", "Undecided", "Not Applicable", "No Comment"	0.0	1.7		2.6			0.0			0.0				1.
54	Poor access to high schools	2.8	1.7		0.0			5.9			0.0				1.
55	"Doesn't Matter", "Nothing will Change"	2.8	0.9		0.0			0.0			0.0				1.
56	Limited job opportunities/options for recruits	0.0	0.9		0.0			5.9			0.0				0.
57	Poor treatment of enlistees once in military	2.8	1.7		0.0			0.0			0.0				1.
58	Poor quality of recruit prospect pool due to school system, drugs, crime, etc.	1.4	5.2		0.0			0.0			0.0				2.
59	Diminishing military benefits, i.e., health care post-retirement, housing	0.0	0.0		0.0			17.6			0.0				1.

**APPENDIX C:**  
**PERCENT OF COMMENTING RECRUITERS EXPRESSING CONCERN**  
**FOR EACH ISSUE ON QUESTION 75**

Appendix Table C-1

Percent of Commenting 1996 Active-Duty Recruiters Expressing Concern for Each Issue on Question 75, by Branch of Service\* (cont.)

Question 75 – What can DoD and your Service do to help your recruiting effort?

Code	Description	Army		Navy		Marine		Air Force		Coast Guard		Active-Duty DoD	
		N=132	N=75	N=75	N=61	N=46	N=17	N=314	N=17	N=314	N=17	N=314	N=314
1	Like recruiting duty (general)	0.8	1.3	1.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.9
2	Dislike recruiting duty (general)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
3	Reduce excessive stress/pressure	0.8	0.0	6.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.5	1.5
4	Reduce excessive work hours	6.1	5.3	4.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.5	4.5
5	Ease excessive cost of living	3.8	2.7	13.1	6.5	0.0	0.0	0.0	0.0	0.0	0.0	5.4	5.4
6	Revise recruiting goals	14.4	8.0	19.7	2.2	2.2	5.9	11.5	5.9	11.5	5.9	11.5	11.5
7	Emphasize recruiter welfare over production numbers	1.5	4.0	1.6	2.2	2.2	0.0	2.1	0.0	2.1	0.0	2.1	2.1
8	Revise enlistment standards	8.3	12.0	6.6	10.9	0.0	0.0	8.8	0.0	8.8	0.0	8.8	8.8
9	Eliminate "make or break" effect of recruiting performance on military career	3.8	4.0	9.8	2.2	0.0	0.0	4.5	0.0	4.5	0.0	4.5	4.5
10	Ease strain on family/personal life	7.6	2.7	6.6	0.0	0.0	0.0	4.8	0.0	4.8	0.0	4.8	4.8
11	Increase support resources	8.3	2.7	11.5	2.2	2.2	29.4	6.3	2.2	29.4	2.2	6.3	6.3
12	Standardize enlistment incentives/benefits	0.8	1.3	0.0	2.2	0.0	0.0	0.9	2.2	0.0	0.0	0.9	0.9
13	Improve screening procedures to select recruiters	5.3	6.7	8.2	0.0	0.0	0.0	5.1	0.0	0.0	0.0	5.1	5.1
14	Reduce recruiting duty tour	6.1	0.0	3.3	2.2	0.0	0.0	3.3	2.2	0.0	0.0	3.3	3.3
15	Provide more advertising/promotional materials	18.2	16.0	19.7	28.3	0.0	41.2	18.4	28.3	41.2	0.0	18.4	18.4
16	Advocate recruiting as voluntary duty	1.5	4.0	0.0	0.0	0.0	0.0	1.5	0.0	0.0	0.0	1.5	1.5
17	Re-instate the draft	3.8	1.3	6.6	0.0	0.0	0.0	3.0	0.0	0.0	0.0	3.0	3.0
18	Address poor leadership in recruiting commands	4.5	4.0	1.6	0.0	0.0	0.0	3.0	0.0	0.0	0.0	3.0	3.0
19	Revise promotional structure/opportunities	0.8	0.0	1.6	0.0	0.0	0.0	0.6	0.0	0.0	0.0	0.6	0.6
20	Reduce excessive paperwork/administrative stuff	6.1	4.0	6.6	2.2	0.0	5.9	4.8	2.2	5.9	0.0	4.8	4.8
21	Ease the difficulty in getting/taking leave	0.0	0.0	1.6	0.0	0.0	0.0	0.3	0.0	0.0	0.0	0.3	0.3
22	Increase access to health care (recruiter and dependents)	3.0	4.0	6.6	0.0	0.0	0.0	3.3	0.0	0.0	0.0	3.3	3.3
23	Better recruiter training	7.6	0.0	4.9	2.2	0.0	0.0	4.2	2.2	0.0	0.0	4.2	4.2
24	Eliminate recruiter liability (for candidate withdrawal)	0.8	0.0	4.9	0.0	0.0	0.0	1.2	0.0	0.0	0.0	1.2	1.2
25	Consider demographic/market considerations when assigning goals	3.8	4.0	3.3	0.0	0.0	0.0	3.0	0.0	0.0	0.0	3.0	3.0
26	Address unprofessional practices of other Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
27	Provide recruiter incentives and/or rewards	1.5	4.0	3.3	0.0	0.0	0.0	2.1	0.0	0.0	0.0	2.1	2.1
28	Reduce waiting time for candidates to begin active duty	0.0	6.7	0.0	0.0	0.0	0.0	1.5	0.0	0.0	0.0	1.5	1.5
29	Eliminate "good ol' boy" network/favoritism	0.0	1.3	0.0	0.0	0.0	0.0	0.3	0.0	0.0	0.0	0.3	0.3
30	Create centralized recruiting force (DoD or civilian run for all branches)	4.5	4.0	0.0	0.0	0.0	0.0	2.7	0.0	0.0	0.0	2.7	2.7
31	Address dissatisfaction with geographic location	0.0	1.3	0.0	0.0	0.0	0.0	0.3	0.0	0.0	0.0	0.3	0.3

# Appendix Table C-1

*Percent of Commenting 1996 Active-Duty Recruiters Expressing Concern for Each Issue on Question 75, by Branch of Service\* (cont.)*

## Question 75 – What can DoD and your Service do to help your recruiting effort?

Code	Description	Army N=132	Navy N=75	Marine Corps N=61	Air Force N=46	Coast Guard N=17	Active- Duty DoD N=314
32	Address recruiter impropriety within command	0.0	0.0	0.0	0.0	0.0	0.0
33	Encourage teamwork	0.0	0.0	0.0	2.2	0.0	0.3
34	Provide education/career development opportunities	0.0	1.3	0.0	0.0	0.0	0.3
35	Provide physical training opportunities	0.0	0.0	1.6	4.3	0.0	0.9
36	Reduce micro-management	0.8	0.0	0.0	0.0	0.0	0.3
37	Increase enlistment attractiveness	4.5	2.7	4.9	0.0	0.0	3.3
38	Improve public image of military	6.1	8.0	3.3	0.0	0.0	4.8
39	Address youth value system	3.0	1.3	8.2	0.0	0.0	3.0
40	Address problems created by down-sizing of military	0.8	1.3	0.0	0.0	0.0	0.6
41	Improve enlistment processing	3.0	1.3	1.6	0.0	23.5	1.8
42	Address issues related to competing responsibilities with recruiting	0.0	1.3	1.6	0.0	0.0	0.6
43	Standardize SDAP across Services	0.0	0.0	0.0	2.2	23.5	0.3
44	Address issues related to challenges associated with diversity goals	0.0	0.0	0.0	0.0	5.9	0.0
45	Improve communication between command and field	0.8	2.7	1.6	2.2	0.0	1.5
46	Make recruiting services a career-recruiting force	0.0	0.0	0.0	0.0	0.0	0.0
47	Advocacy of team goals	0.0	0.0	0.0	0.0	0.0	0.0
48	Address "Quality of Life" issues – not specific	3.0	4.0	0.0	0.0	0.0	2.1
49	Negative attitudes of parents and key influencers to military	0.0	0.0	0.0	4.3	0.0	0.6
50	Give more autonomy/respect for judgment of recruiters	1.5	5.3	1.6	2.2	0.0	2.4
51	Lack of appreciation of the role and/or need of military in society	0.8	1.3	0.0	2.2	0.0	0.9
52	Address other health care issues, such as poor claims processing	0.8	0.0	0.0	0.0	0.0	0.3
53	"Not sure", "Don't Know", "Undecided", "Not Applicable", "No Comment"	3.0	4.0	4.9	0.0	0.0	3.0
54	Improve access to high schools and issues of support from high school counselors	3.8	5.3	6.6	2.2	0.0	4.2
55	"Doesn't Matter," "Nothing will Change"	1.5	4.0	4.9	0.0	0.0	2.4
56	Increase job opportunities/options for recruits	3.0	6.7	0.0	0.0	0.0	2.7
57	Improve treatment of enlistees once in military, so retention is not an issue	0.0	0.0	0.0	0.0	0.0	0.0
58	Address issues on quality of recruit prospect pool due to school system, drugs, crime, etc.	0.0	0.0	0.0	0.0	0.0	0.0
59	Maintain military benefits, i.e., health care post-retirement, housing	0.0	0.0	0.0	0.0	0.0	0.0
60	Need for better advertisements – not just combat images	8.3	4.0	0.0	2.2	0.0	4.5
61	Office Location/Placement	3.0	6.7	0.0	0.0	5.9	2.7

\*The total Active-Duty Department of Defense (DoD) figures do not include the Coast Guard (Department of Transportation).

Appendix Table C-2

Percent of Commenting 1996 Reserve/National Guard Recruiters Expressing Concern for Each Issue on Question 75, by Branch of Service

Question 75 – What can DoD and your Service do to help your recruiting effort?

Code	Description	Army		Navy		Air Force		Air		Reserve/	
		Reserve N=51	National Guard N=91	Reserve N=26	Reserve N=14	Reserve N=29	National Guard N=197	Reserve N=29	National Guard N=197	Reserve N=197	National Guard N=197
1	Like recruiting duty (general)	0.0	0.0	3.8	0.0	0.0	0.5	0.0	0.0	0.5	0.5
2	Dislike recruiting duty (general)	0.0	0.0	3.8	0.0	0.0	0.5	0.0	0.0	0.5	0.5
3	Reduce excessive stress/pressure	0.0	3.3	0.0	0.0	0.0	1.4	0.0	0.0	1.4	1.4
4	Reduce excessive work hours	5.9	1.1	3.8	0.0	0.0	2.4	0.0	0.0	2.4	2.4
5	Ease excessive cost of living	7.8	9.9	0.0	7.1	0.0	6.6	0.0	0.0	6.6	6.6
6	Revise recruiting goals	15.7	7.7	19.2	7.1	3.4	10.4	0.0	0.0	10.4	10.4
7	Emphasize recruiter welfare over production numbers	0.0	1.1	0.0	7.1	6.9	1.9	0.0	0.0	1.9	1.9
8	Revise enlistment standards	7.8	9.9	0.0	14.3	6.9	8.1	0.0	0.0	8.1	8.1
9	Eliminate "make or break" effect of recruiting performance on military career	7.8	6.6	7.7	7.1	3.4	6.6	0.0	0.0	6.6	6.6
10	Ease strain on family/personal life	5.9	3.3	0.0	0.0	3.4	3.3	0.0	0.0	3.3	3.3
11	Increase support resources	5.9	6.6	11.5	0.0	10.3	7.1	0.0	0.0	7.1	7.1
12	Standardize enlistment incentives/benefits	5.9	2.2	0.0	7.1	0.0	2.8	0.0	0.0	2.8	2.8
13	Improve screening procedures to select recruiters	3.9	0.0	0.0	0.0	0.0	0.9	0.0	0.0	0.9	0.9
14	Reduce recruiting duty tour	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
15	Provide more advertising/promotional materials	21.6	27.5	19.2	14.3	17.2	22.7	0.0	0.0	22.7	22.7
16	Advocate recruiting as voluntary duty	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
17	Re-instate the draft	3.9	1.1	0.0	0.0	0.0	1.4	0.0	0.0	1.4	1.4
18	Address poor leadership in recruiting commands	21.6	8.8	15.4	7.1	10.3	12.8	0.0	0.0	12.8	12.8
19	Revise promotional structure/opportunities	2.0	1.1	0.0	0.0	0.0	0.9	0.0	0.0	0.9	0.9
20	Reduce excessive paperwork/administrative stuff	0.0	2.2	7.7	0.0	3.4	2.4	0.0	0.0	2.4	2.4
21	Ease the difficulty in getting/taking leave	3.9	1.1	0.0	7.1	0.0	1.9	0.0	0.0	1.9	1.9
22	Increase access to health care (recruiter and dependents)	2.0	1.1	7.7	0.0	0.0	1.9	0.0	0.0	1.9	1.9
23	Better recruiter training	7.8	3.3	3.8	7.1	0.0	4.3	0.0	0.0	4.3	4.3
24	Eliminate recruiter liability (for candidate withdrawal)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25	Consider demographic/market considerations when assigning goals	5.9	2.2	3.8	0.0	0.0	2.8	0.0	0.0	2.8	2.8
26	Address unprofessional practices of other Services	2.0	1.1	0.0	0.0	0.0	0.9	0.0	0.0	0.9	0.9
27	Provide recruiter incentives and/or rewards	2.0	3.3	3.8	7.1	10.3	4.3	0.0	0.0	4.3	4.3
28	Reduce waiting time for candidates to begin active duty	2.0	0.0	0.0	0.0	0.0	0.5	0.0	0.0	0.5	0.5
29	Eliminate "good ol' boy" network/favoritism	0.0	2.2	0.0	0.0	0.0	0.9	0.0	0.0	0.9	0.9
30	Create centralized recruiting force (DoD or civilian run for all branches)	2.0	0.0	0.0	0.0	0.0	0.5	0.0	0.0	0.5	0.5

# Appendix Table C-2

Percent of Commenting 1996 Reserve/National Guard Recruiters Expressing Concern for Each Issue on Question 75, by Branch of Service (cont.)

Question 75 – What can DoD and your Service do to help your recruiting effort?

Code	Description	Army		Navy		Air Force		Air		Reserve/	
		Reserve N=51	National Guard N=91	Reserve N=26	Reserve N=14	National Guard N=29	National Guard N=197				
31	Address dissatisfaction with geographic location	5.9	0.0	0.0	0.0	0.0	1.4				
32	Address recruiter impropriety within command	0.0	0.0	0.0	0.0	0.0	0.0				
33	Encourage teamwork	2.0	2.2	7.7	0.0	0.0	2.4				
34	Provide education/career development opportunities	2.0	0.0	0.0	7.1	3.4	1.4				
35	Provide physical training opportunities	0.0	3.3	0.0	0.0	0.0	1.4				
36	Reduce micro-management	3.9	0.0	3.8	0.0	0.0	1.4				
37	Increase enlistment attractiveness	3.9	13.2	7.7	14.3	10.3	10.0				
38	Improve public image of military	0.0	2.2	0.0	0.0	0.0	0.9				
39	Address youth value system	0.0	0.0	0.0	0.0	0.0	0.0				
40	Address problems created by down-sizing of military	3.9	2.2	7.7	0.0	0.0	2.8				
41	Improve enlistment processing	3.9	8.8	11.5	0.0	13.8	8.1				
42	Address issues related to competing responsibilities with recruiting	0.0	0.0	0.0	0.0	3.4	0.5				
43	Standardize SDAP across Services	0.0	0.0	0.0	0.0	0.0	0.0				
44	Address issues related to challenges associated with diversity goals	2.0	0.0	3.8	0.0	0.0	0.9				
45	Improve communication between command and field	2.0	4.4	7.7	7.1	6.9	4.7				
46	Make recruiting services a career-recruiting force	0.0	0.0	0.0	0.0	0.0	0.0				
47	Advocacy of team goals	0.0	0.0	0.0	0.0	0.0	0.0				
48	Address "Quality of Life" issues – not specific	0.0	0.0	3.8	0.0	0.0	0.5				
49	Negative attitudes of parents and key influencers to military	0.0	0.0	0.0	0.0	0.0	0.0				
50	Give more autonomy/respect for judgment of recruiters	5.9	7.7	7.7	0.0	0.0	5.7				
51	Lack of appreciation of the role and/or need of military in society	0.0	2.2	3.8	0.0	0.0	1.4				
52	Address other health care issues, such as poor claims processing	2.0	0.0	0.0	0.0	0.0	0.5				
53	"Not sure", "Don't Know", "Undecided", "Not Applicable", "No Comment"	3.9	4.4	0.0	7.1	0.0	3.3				
54	Improve access to high schools and issues of support from high school counselors	5.9	2.2	0.0	0.0	0.0	2.4				
55	"Doesn't Matter", "Nothing will Change"	2.0	2.2	3.8	0.0	3.4	2.4				
56	Increase job opportunities/options for recruits	7.8	1.1	0.0	7.1	0.0	2.8				
57	Improve treatment of enlistees once in military, so retention is not an issue	0.0	2.2	3.8	0.0	3.4	1.9				
58	Poor quality of recruit prospect pool due to school system, drugs, crime, etc.	0.0	0.0	0.0	0.0	0.0	0.0				
59	Maintain military benefits, i.e., health care post-retirement, housing	2.0	0.0	0.0	0.0	0.0	0.5				
60	Need for better advertisements – not just combat images	3.9	7.7	0.0	14.3	6.9	6.2				

Appendix Table C-2

Percent of Commenting 1996 Reserve/National Guard Recruiters Expressing Concern for Each Issue on Question 75, by Branch of Service (cont.)

Question 75 – What can DoD and your Service do to help your recruiting effort?

Code	Description	Army		Navy Reserve N=26	Air Force Reserve N=14	Air		Reserve/ National Guard N=197
		Army Reserve N=51	National Guard N=91			National Guard N=29		
61	Better office location/placement	2.0	3.3	0.0	0.0	10.3	3.3	

**APPENDIX D:**  
**PERCENT OF COMMENTING RECRUITERS EXPRESSING CONCERN**  
**FOR EACH ISSUE ON QUESTION 76**



# Appendix Table D-1

## Percent of Commenting 1996 Active-Duty Recruiters Expressing Concern for Each Issue on Question 76, by Branch of Service\*

Question 76 – If you have comments that you were not able to express in answering the survey, please write them in the space provided.

Code	Description	Army N=61	Navy N=42	Marine Corps N=34	Air Force N=18	Coast Guard N=7	Active-Duty DoD N=155
1	Societal issues, appreciation of military	6.6	4.8	5.9	0.0	0.0	5.2
2	Cost of living/Housing	3.3	4.8	2.9	0.0	0.0	3.2
3	Competition between services, centralized recruiting core	1.6	4.8	0.0	0.0	0.0	1.9
4	Emotions about recruiting	8.2	4.8	5.9	0.0	0.0	15.4
5	Better advertising message	1.6	0.0	0.0	0.0	0.0	0.6
6	Demographic/Market consideration in assigning goals	4.9	2.4	0.0	5.6	0.0	3.2
7	Communication between command and field/recruiting command	6.6	11.9	0.0	5.6	14.3	6.4
8	Paperwork	3.3	0.0	0.0	5.6	0.0	1.9
9	Quality of life	3.3	0.0	0.0	0.0	0.0	1.3
10	Family/Personal life	9.8	14.3	0.0	5.6	0.0	8.4
11	Make or break' effect of recruiting performance on military career	9.8	4.8	8.8	16.7	0.0	9.0
12	Burnout/stress/pressure	1.6	0.0	2.9	11.1	0.0	2.6
13	Health care issues	8.2	0.0	2.9	5.6	0.0	4.5
14	Frustration	9.8	7.1	8.8	0.0	0.0	7.7
15	Poor leadership	4.9	4.8	5.9	11.1	14.3	5.8
16	Micro-management	1.6	0.0	0.0	0.0	0.0	0.6
17	Structuring of goals	3.3	2.4	2.9	0.0	0.0	2.6
18	Tour of duty	1.6	0.0	5.9	5.6	0.0	2.6
19	Disrespect within military for recruiter, treatment of recruiters	8.2	9.5	0.0	0.0	0.0	5.8
20	Specific questions in survey	1.6	4.8	5.9	0.0	0.0	3.2
21	Support resources	1.6	0.0	0.0	0.0	0.0	0.6
22	Voluntary status/selection of recruiters	4.9	7.1	8.8	11.1	0.0	7.1
23	Training	1.6	2.4	5.9	0.0	0.0	2.6
24	Leave	1.6	4.8	2.9	5.6	0.0	3.2
25	Professional advancement / promotions	1.6	2.4	2.9	0.0	0.0	1.9
26	Enlistment attractiveness	1.6	0.0	2.9	0.0	0.0	1.3
27	Teamwork	1.6	4.8	0.0	0.0	0.0	1.9
28	Recruiter welfare over production numbers	3.3	0.0	5.9	0.0	0.0	2.6
29	Choice of assignment after recruiting duty	1.6	2.4	2.9	0.0	0.0	1.9
30	Work hours/schedule	0.0	2.4	2.9	5.6	0.0	1.9
31	Good ol' boy network	0.0	2.4	0.0	0.0	0.0	0.6
32	Waiting time for candidates to begin duty	0.0	2.4	0.0	0.0	0.0	0.6

Appendix Table D-1

*Percent of Commenting 1996 Active-Duty Recruiters Expressing Concern for Each Issue on Question 76, by Branch of Service\* (cont.)*

Question 76 -- If you have comments that you were not able to express in answering the survey, please write them in the space provided.

Code	Description	Army N=61	Navy N=42	Marine Corps N=34	Air Force N=18	Coast Guard N=7	Active-Duty DoD N=155
33	Enlistment standards and standardization of enlistment standards	0.0	4.8	2.9	5.6	0.0	2.6
34	Recruiter impropriety	0.0	2.4	0.0	0.0	0.0	0.6
35	Thanks for survey	0.0	2.4	5.9	0.0	0.0	1.9
36	Survey structure	0.0	2.4	8.8	5.6	14.3	3.2
37	Distribute results of survey	0.0	2.4	0.0	0.0	0.0	0.6
38	Downsizing of military - problems associated	0.0	0.0	8.8	0.0	0.0	1.9
39	Liability of enlistees reneging on promise	0.0	0.0	5.9	0.0	0.0	1.3
40	Retention of soldiers	0.0	0.0	2.9	5.6	0.0	1.3
41	SDAP issues	0.0	0.0	0.0	0.0	42.9	0.0
42	Diversity goals	0.0	0.0	0.0	0.0	14.3	0.0
43	Bad press	0.0	2.4	0.0	0.0	0.0	0.6
44	Recruiting incentives	0.0	0.0	0.0	0.0	0.0	0.0
45	Office location issues	0.0	0.0	0.0	0.0	0.0	0.0
46	Quality goals should be emphasized	0.0	0.0	0.0	0.0	0.0	0.0
47	MEPS problems.	0.0	0.0	0.0	0.0	0.0	0.0

\* The total Active-Duty Department of Defense (DoD) figures do not include the Coast Guard (Department of Transportation).

# Appendix Table D-2

## Percent of Commenting 1996 Reserve/National Guard Recruiters Expressing Concern for Each Issue on Question 76, by Branch of Service

Question 76 – If you have comments that you were not able to express in answering the survey, please write them in the space provided.

Code	Description	Army Reserve N=26	Army National Guard N=44	Navy Reserve N=18	Air Force Reserve N=6	Air National Guard N=12	Reserve/National Guard N=106
1	Societal issues, appreciation of military	0.0	4.6	0.0	0.0	8.3	2.8
2	Cost of living/Housing	3.8	6.8	5.6	0.0	0.0	4.7
3	Competition between services, centralized recruiting core	3.8	4.6	0.0	0.0	0.0	2.8
4	Emotions about recruiting	4.6	11.1	16.7	8.3	5.8	9.4
5	Better advertising message	0.0	0.0	0.0	0.0	0.0	0.0
6	Demographic/Market consideration in assigning goals	0.0	2.3	0.0	0.0	0.0	0.9
7	Communication between command and field/recruiting command	3.8	6.8	16.7	33.3	0.0	8.5
8	Paperwork	0.0	0.0	0.0	0.0	0.0	0.0
9	Quality of life	7.7	6.8	5.6	0.0	0.0	5.7
10	Family/Personal life	11.5	4.6	5.6	0.0	0.0	5.7
11	Make or break' effect of recruiting performance on military career	0.0	13.6	11.1	0.0	8.3	8.5
12	Burnout/stress/pressure	7.7	2.3	0.0	0.0	0.0	2.8
13	Health care issues	3.8	4.6	5.6	0.0	0.0	3.8
14	Frustration	19.2	4.6	0.0	0.0	8.3	7.6
15	Poor leadership	0.0	4.6	5.6	0.0	0.0	2.8
16	Micro-management	0.0	2.3	0.0	0.0	0.0	0.9
17	Structuring of goals	0.0	0.0	0.0	0.0	0.0	0.0
18	Tour of duty	11.5	0.0	0.0	0.0	0.0	2.8
19	Disrespect within military for recruiter, treatment of recruiters	3.8	2.3	22.2	0.0	8.3	6.6
20	Specific questions in survey	3.8	4.6	22.2	0.0	8.3	7.6
21	Support resources	0.0	0.0	5.6	0.0	8.3	1.9
22	Voluntary status/selection of recruiters	7.7	0.0	0.0	0.0	0.0	1.9
23	Training	3.8	0.0	0.0	0.0	0.0	0.9
24	Leave	0.0	2.3	0.0	0.0	0.0	0.9
25	Professional advancement / promotions	3.8	2.3	0.0	0.0	0.0	1.9
26	Enlistment attractiveness	0.0	0.0	0.0	0.0	0.0	0.0
27	Teamwork	0.0	0.0	0.0	0.0	0.0	0.0
28	Recruiter welfare over production numbers	0.0	4.6	5.6	0.0	0.0	2.8
29	Choice of assignment after recruiting duty	3.8	0.0	0.0	0.0	0.0	0.9
30	Work hours/schedule	0.0	0.0	0.0	0.0	0.0	0.0

Appendix Table D-2

Percent of Commenting 1996 Reserve/National Guard Recruiters Expressing Concern for Each Issue on Question 76, by Branch of Service (cont.)

Question 76 - If you have comments that you were not able to express in answering the survey, please write them in the space provided.

Code	Description	Army		Navy		Air Force		Air		Reserve/	
		Reserve N=26	National Guard N=44	Reserve N=18	Reserve N=6	National Guard N=12	National Guard N=106				
31	Good ol' boy network	0.0	0.0	0.0	0.0	0.0	0.0				
32	Waiting time for candidates to begin duty	0.0	0.0	0.0	0.0	0.0	0.0				
33	Enlistment standards and standardization of enlistment standards	3.8	0.0	0.0	16.7	8.3	2.8				
34	Recruiter impropriety	0.0	2.3	0.0	0.0	0.0	0.9				
35	Thanks for survey	3.8	11.4	16.7	33.3	33.3	14.2				
36	Survey structure	11.5	6.8	5.6	0.0	8.3	7.6				
37	Distribute results of survey	0.0	2.3	5.6	0.0	8.3	2.8				
38	Downsizing of military - problems associated	0.0	0.0	0.0	0.0	0.0	0.0				
39	Liability of enlistees reneging on promise	0.0	2.3	0.0	0.0	0.0	0.9				
40	Retention of soldiers	0.0	4.6	0.0	0.0	0.0	1.9				
41	SDAP issues	3.8	2.3	5.6	33.3	0.0	4.7				
42	Diversity goals	0.0	0.0	0.0	0.0	0.0	0.0				
43	Bad press	3.8	0.0	0.0	0.0	0.0	0.9				
44	Recruiting incentives	7.7	0.0	0.0	0.0	0.0	1.9				
45	Office location issues	0.0	2.3	5.6	0.0	0.0	1.9				
46	Quality goals should be emphasized	0.0	2.3	0.0	0.0	0.0	0.9				
47	MEPS problems.	0.0	2.3	0.0	0.0	0.0	0.9				

**APPENDIX E:**

**RANK-ORDERED ISSUES FOR COMMENTING 1996 RECRUITERS EXPRESSING  
EACH CONCERN BY SERVICE BRANCH/COMPONENT  
FOR QUESTION 74, QUESTION 75, AND QUESTION 76**

Appendix Table E-1

Percent of Commenting 1996 Active-Duty Recruiters Expressing Concern for Each Issue on Question 74, by Branch of Service\*

Question 74: "What do you believe are the most pressing problems facing recruiters today? (Percentage)"

Code	Description	Marine				Active-Duty	
		Army N=163	Navy N=100	Corps N=78	Air Force N=58	Coast Guard N=18	DoD N=417
10	Excessive strain on family/personal life	14.6	9.9	24.4	13.8	0.0	15.2
6	Inappropriate/unrealistic recruiting goals	15.1	7.9	19.2	17.2	16.7	14.5
18	Poor leadership in recruiting commands	16.2	15.8	5.1	15.5	0.0	14.0
9	"Make or break" effect of recruiting performance on military career	12.4	13.9	15.4	13.8	5.6	13.5
4	Excessive work hours	11.4	12.9	15.4	13.8	0.0	12.8
7	Over-emphasis on production numbers; under-emphasis on recruiter welfare	14.1	12.9	1.5	8.6	0.0	12.6
8	Need to revise enlistment standards	8.1	13.9	17.9	12.1	0.0	11.8
3	Excessive stress/pressure	6.5	11.9	15.4	17.2	5.6	10.9
38	Need for improved public image of military	8.1	8.9	6.4	5.2	5.6	7.6
48	"Quality of Life" - not specific	8.6	5.9	11.5	1.7	0.0	7.6
51	Lack of appreciation of the role and/or need of military in society	5.9	5.9	7.7	6.9	0.0	6.4
13	Need for improved screening procedures to select recruiters	5.4	8.9	5.1	0.0	11.1	5.5
39	Dissatisfaction with youth value system	7.0	2.0	6.4	5.2	0.0	5.5
25	Need for demographic/market considerations when assigning goals	6.5	3.0	5.1	5.2	5.6	5.2
5	Excessive cost of living	3.8	5.0	7.7	5.2	0.0	5.0
20	Excess paperwork/administrative stuff	5.4	1.0	3.8	10.3	16.7	4.7
50	Lack of respect for judgment of recruiters/ Autonomy issues	8.6	1.0	0.0	5.2	0.0	4.7
23	Insufficient recruiter training	2.2	7.9	2.6	8.6	0.0	4.5
15	Need for more advertising/promotional materials	1.6	5.0	0.0	12.1	11.1	3.6
21	Difficulty in getting/taking leave	5.9	1.0	2.6	1.7	0.0	3.6
22	Poor access to health care (recruiter and dependents)	5.4	1.0	3.8	1.7	0.0	3.6
54	Poor access to high schools	2.2	3.0	9.0	1.7	0.0	3.6
37	Need for increased enlistment attractiveness	2.2	6.9	2.6	0.0	5.6	3.1
27	Lack of recruiter incentives and/or rewards	3.2	3.0	0.0	5.2	11.1	2.8
32	Existence of recruiter impropriety within command	2.7	2.3	5.1	1.7	0.0	2.8
49	Negative attitudes of parents and key influencers to military	2.2	2.0	6.4	1.7	0.0	2.8
41	Need for improved enlistment processing	1.6	5.0	0.0	3.4	0.0	2.4
42	Responsibilities competing with recruiting	2.7	1.0	1.3	5.2	11.1	2.4
52	Other health care issues, such as poor claims processing	3.2	0.0	2.6	3.4	0.0	2.4
16	Advocacy of recruiting as voluntary duty	2.2	2.0	3.8	0.0	0.0	2.1
29	Existence of "good ol' boy" network	1.6	3.0	1.3	3.4	0.0	2.1

Appendix Table E-1

Percent of Commenting 1996 Active-Duty Recruiters Expressing Concern for Each Issue on Question 74, by Branch of Service\* (cont.)

Question 74: "What do you believe are the most pressing problems facing recruiters today? (Percentage)"

Code	Description	Marine				Active-Duty DoD	
		Army N=163	Navy N=100	Corps N=78	Air Force N=58	Coast Guard N=18	N=417
45	Poor communication between command and field	2.7	2.0	2.6	0.0	5.6	2.1
34	Lack of education/career development opportunities	1.1	5.0	1.3	0.0	0.0	1.9
36	Excessive micro-management	1.6	1.0	2.6	3.4	0.0	1.9
11	Lack of support resources	2.7	1.0	1.3	0.0	5.6	1.7
26	Unprofessional practices of other Services	1.1	2.0	2.6	1.7	5.6	1.7
14	Desire for shorter recruiting duty tour	2.7	0.0	0.0	1.7	0.0	1.4
40	Problems created by down-sizing of military	0.0	2.0	1.3	5.2	0.0	1.4
1	Like recruiting duty (general)	0.0	2.0	1.3	3.4	5.6	1.2
31	Dissatisfaction with geographic location	2.2	1.0	0.0	0.0	0.0	1.2
33	Need for more teamwork	1.1	3.0	0.0	0.0	5.6	1.2
35	Lack of physical training opportunities	0.5	1.0	0.0	5.2	0.0	1.2
2	Dislike recruiting duty (general)	1.1	0.0	2.6	0.0	0.0	0.9
30	Advocacy of centralized recruiting force (DoD or civilian run for all branches)	1.1	0.0	0.0	3.4	0.0	0.9
56	Limited job opportunities/options for recruits	1.1	0.0	1.3	1.7	0.0	0.9
19	Poor promotional structure/opportunities	0.0	0.0	0.0	5.2	0.0	0.7
24	Recruiter liability (for candidate withdrawal)	1.1	0.0	1.3	0.0	0.0	0.7
53	"Not sure", "Don't Know", "Undecided", "Not Applicable", "No Comment"	1.1	1.0	0.0	0.0	0.0	0.7
55	"Doesn't Matter", "Nothing will Change"	0.0	1.0	0.0	3.4	0.0	0.7
12	Need for standardized enlistment incentives/benefits	0.0	2.0	0.0	0.0	0.0	0.5
17	Desire for re-institution of the draft	0.5	0.0	0.0	0.0	0.0	0.2
28	Excessive waiting time for candidates to begin active duty	0.0	0.0	0.0	1.7	0.0	0.2
43	Inequitable SDAP	0.0	0.0	0.0	0.0	16.7	0.0
44	Challenges associated with diversity goals	0.0	0.0	0.0	0.0	38.9	0.0
46	Need for longer recruiting duty tour or career-recruiting force	0.0	0.0	0.0	0.0	11.1	0.0
47	Advocacy of team goals	0.0	0.0	0.0	0.0	5.6	0.0
57	Poor treatment of enlistees once in military	0.0	0.0	0.0	0.0	0.0	0.0
58	Poor quality of recruit prospect pool due to school system, drugs, crime, etc.	0.0	0.0	0.0	0.0	0.0	0.0
59	Diminishing military benefits, i.e., health care post-retirement, housing	0.0	0.0	0.0	0.0	0.0	0.0

\* The total Active-Duty Department of Defense (DoD) figures do not include the Coast Guard (Department of Transportation).

Appendix Table E-2

*Percent of Commenting 1996 Reserve/National Guard Recruiters Expressing Concern for Each Issue on Question 74, by Component of Service*

Question 74: "What do you believe are the most pressing problems facing recruiters today? (Percentage)"

Code	Description	Army				Air Force		Air National Guard		Reserve National Guard N=27
		Army Reserve N=71	National Guard N=114	Navy Reserve N=39	Air Force Reserve N=17	National Guard N=35				
18	Poor leadership in recruiting commands	15.5	22.4	20.5	17.6	11.4			18.	
6	Inappropriate/unrealistic recruiting goals	22.5	16.4	12.8	0.0	5.7			15.	
51	Lack of appreciation of the role and/or need of military in society	11.3	16.4	5.1	11.8	14.3			12.	
8	Need to revise enlistment standards	5.6	15.5	10.3	11.8	17.1			12.	
7	Over-emphasis on production numbers; under-emphasis on recruiter welfare	14.1	10.3	12.8	5.9	2.9			10.	
40	Problems created by down-sizing of military	2.8	11.2	7.7	17.6	20.0			10.	
10	Excessive strain on family/personal life	21.1	3.4	5.1	5.9	8.6			9.	
38	Need for improved public image of military	8.5	7.8	5.1	5.9	17.1			8.	
9	"Make or break" effect of recruiting performance on military career	7.0	8.6	15.4	11.8	0.0			8.	
25	Need for demographic/market considerations when assigning goals	5.6	8.6	2.6	5.9	20.0			8.	
15	Need for more advertising/promotional materials	1.4	11.2	5.1	11.8	11.4			7.	
39	Dissatisfaction with youth value system	4.2	11.2	0.0	17.6	5.7			7.	
3	Excessive stress/pressure	14.1	4.3	5.1	5.9	0.0			6.	
41	Need for improved enlistment processing	4.2	3.4	20.5	5.9	5.7			6.	
37	Need for increased enlistment attractiveness	0.0	8.6	2.6	17.6	8.6			6.	
22	Poor access to health care (recruiter and dependents)	7.0	1.7	2.6	29.4	5.7			5.	
23	Insufficient recruiter training	7.0	5.2	5.1	5.9	0.0			5.	
4	Excessive work hours	5.6	2.6	5.1	5.9	8.6			4.	
20	Excess paperwork/administrative stuff	4.2	1.7	12.8	11.8	2.9			4.	
48	"Quality of Life" – not specific	7.0	0.9	15.4	0.0	2.9			4.	
5	Excessive cost of living	8.5	1.7	5.1	0.0	5.7			4.	
19	Poor promotional structure/opportunities	4.2	3.4	5.1	5.9	5.7			4.	
12	Need for standardized enlistment incentives/benefits	1.4	6.0	5.1	5.9	0.0			4.	
21	Difficulty in getting/taking leave	8.5	1.7	2.6	0.0	2.9			3.	
36	Excessive micro-management	4.2	1.7	5.1	5.9	2.9			3.	
11	Lack of support resources	1.4	4.3	0.0	0.0	5.7			2.	
13	Need for improved screening procedures to select recruiters	2.8	2.6	7.7	0.0	0.0			2.	
49	Negative attitudes of parents and key influencers to military	2.8	3.4	0.0	0.0	5.7			2.	
45	Poor communication between command and field	1.4	3.4	5.1	0.0	0.0			2.	
58	Poor quality of recruit prospect pool due to school system, drugs, crime, etc.	1.4	5.2	0.0	0.0	0.0			2.	



Appendix Table E-2

*Percent of Commenting 1996 Reserve/National Guard Recruiters Expressing Concern for Each Issue on Question 74, by Component of Service (cont.)*

Question 74: "What do you believe are the most pressing problems facing recruiters today? (Percentage)"

Code	Description	Army		Navy		Air Force		Air		Reserve	
		Reserve N=71	National N=114	Reserve N=39	Reserve N=17	National N=35	Reserve N=27	Reserve N=35	National N=35	Reserve N=27	National N=27
32	Existence of recruiter impropriety within command	2.8	1.7	0.0	11.8	0.0	2.0	0.0	0.0	0.0	2.0
33	Need for more teamwork	0.0	2.6	0.0	11.8	0.0	0.0	0.0	0.0	0.0	1.0
42	Responsibilities competing with recruiting	0.0	0.9	5.1	0.0	0.0	5.7	0.0	5.7	0.0	1.0
50	Lack of respect for judgment of recruiters/ Autonomy issues	4.2	0.9	0.0	0.0	0.0	2.9	0.0	2.9	0.0	1.0
54	Poor access to high schools	2.8	1.7	0.0	5.9	0.0	0.0	0.0	0.0	0.0	1.0
28	Excessive waiting time for candidates to begin active duty	1.4	0.0	5.1	0.0	0.0	2.9	0.0	2.9	0.0	1.0
57	Poor treatment of enlistees once in military	2.8	1.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
31	Dissatisfaction with geographic location	1.4	0.9	0.0	5.9	0.0	0.0	0.0	0.0	0.0	1.0
52	Other health care issues, such as poor claims processing	0.0	0.9	0.0	11.8	0.0	0.0	0.0	0.0	0.0	1.0
53	"Not sure", "Don't Know", "Undecided", "Not Applicable", "No Comment"	0.0	1.7	2.6	0.0	0.0	0.0	0.0	0.0	0.0	1.0
55	"Doesn't Matter", "Nothing will Change"	2.8	0.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
59	Diminishing military benefits, i.e., health care post-retirement, housing	0.0	0.0	0.0	17.6	0.0	0.0	0.0	0.0	0.0	1.0
2	Dislike recruiting duty (general)	2.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
16	Advocacy of recruiting as voluntary duty	1.4	0.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
27	Lack of recruiter incentives and/or rewards	0.0	1.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
34	Lack of education/career development opportunities	0.0	0.0	5.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0
44	Challenges associated with diversity goals	0.0	0.9	0.0	0.0	0.0	2.9	0.0	2.9	0.0	0.0
56	Limited job opportunities/options for recruits	0.0	0.9	0.0	5.9	0.0	0.0	0.0	0.0	0.0	0.0
24	Recruiter liability (for candidate withdrawal)	0.0	0.0	0.0	5.9	0.0	0.0	0.0	0.0	0.0	0.0
29	Existence of "good ol' boy" network	0.0	0.0	2.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0
30	Advocacy of centralized recruiting force (DoD or civilian run for all branches)	0.0	0.0	0.0	5.9	0.0	0.0	0.0	0.0	0.0	0.0
47	Advocacy of team goals	0.0	0.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
1	Like recruiting duty (general)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
14	Desire for shorter recruiting duty tour	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
17	Desire for re-institution of the draft	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26	Unprofessional practices of other Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
35	Lack of physical training opportunities	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
43	Inequitable SDAP	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
46	Need for longer recruiting duty tour or career-recruiting force	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Appendix Table E-3

Percent of Commenting 1996 Active-Duty Recruiters Expressing Concern for Each Issue on Question 75, by Branch of Service \*

Question 75 – What can DoD and your Service do to help your recruiting effort?

Code	Description	Army N=132			Navy N=75			Marine Corps N=61			Air Force N=46			Coast Guard N=17			Active- Duty DoD N=314		
15	Provide more advertising/promotional materials	18.2			16.0			19.7			28.3			41.2			18.4		
6	Revise recruiting goals	14.4			8.0			19.7			2.2			5.9			11.5		
8	Revise enlistment standards	8.3			12.0			6.6			10.9			0.0			8.8		
11	Increase support resources	8.3			2.7			11.5			2.2			29.4			6.3		
5	Ease excessive cost of living	3.8			2.7			13.1			6.5			0.0			5.4		
13	Improve screening procedures to select recruiters	5.3			6.7			8.2			0.0			0.0			5.1		
10	Ease strain on family/personal life	7.6			2.7			6.6			0.0			0.0			4.8		
20	Reduce excessive paperwork/administrative stuff	6.1			4.0			6.6			2.2			5.9			4.8		
38	Improve public image of military	6.1			8.0			3.3			0.0			0.0			4.8		
4	Reduce excessive work hours	6.1			5.3			4.9			0.0			0.0			4.5		
9	Eliminate "make or break" effect of recruiting performance on military career	3.8			4.0			9.8			2.2			0.0			4.5		
60	Need for better advertisements – not just combat images	8.3			4.0			0.0			2.2			0.0			4.5		
23	Better recruiter training	7.6			0.0			4.9			2.2			0.0			4.2		
54	Improve access to high schools and issues of support from high school counselors	3.8			5.3			6.6			2.2			0.0			4.2		
14	Reduce recruiting duty tour	6.1			0.0			3.3			2.2			0.0			3.3		
22	Increase access to health care (recruiter and dependents)	3.0			4.0			6.6			0.0			0.0			3.3		
37	Increase enlistment attractiveness	4.5			2.7			4.9			0.0			0.0			3.3		
17	Re-instate the draft	3.8			1.3			6.6			0.0			0.0			3.0		
18	Address poor leadership in recruiting commands	4.5			4.0			1.6			0.0			0.0			3.0		
25	Consider demographic/market considerations when assigning goals	3.8			4.0			3.3			0.0			0.0			3.0		
39	Address youth value system	3.0			1.3			8.2			0.0			0.0			3.0		
53	"Not sure", "Don't Know", "Undecided", "Not Applicable", "No Comment"	3.0			4.0			4.9			0.0			0.0			3.0		
30	Create centralized recruiting force (DoD or civilian run for all branches)	4.5			4.0			0.0			0.0			0.0			2.7		
56	Increase job opportunities/options for recruits	3.0			6.7			0.0			0.0			0.0			2.7		
61	Office Location/Placement	3.0			6.7			0.0			0.0			5.9			2.7		
50	Give more autonomy/respect for judgment of recruiters	1.5			5.3			1.6			2.2			0.0			2.4		
55	"Doesn't Matter," "Nothing will Change"	1.5			4.0			4.9			0.0			0.0			2.4		
7	Emphasize recruiter welfare over production numbers	1.5			4.0			1.6			2.2			0.0			2.1		
27	Provide recruiter incentives and/or rewards	1.5			4.0			3.3			0.0			0.0			2.1		
48	Address "Quality of Life" issues – not specific	3.0			4.0			0.0			0.0			0.0			2.1		
41	Improve enlistment processing	3.0			1.3			1.6			0.0			23.5			1.8		

Appendix Table E-3

Percent of Commenting 1996 Active-Duty Recruiters Expressing Concern for Each Issue on Question 75, by Branch of Service (cont.)

## Question 75 - What can DoD and your Service do to help your recruiting effort?

Code	Description	Army			Navy			Marine Corps			Air Force			Coast Guard			Active-Duty DoD		
		N=132			N=75			N=61			N=46			N=17			N=314		
3	Reduce excessive stress/pressure	0.8	0.0	0.0	0.0	0.0	0.0	6.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.5	1.5	1.5
16	Advocate recruiting as voluntary duty	1.5	4.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.5	1.5	1.5
28	Reduce waiting time for candidates to begin active duty	0.0	0.0	6.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.5	1.5	1.5
45	Improve communication between command and field	0.8	2.7	1.6	0.0	0.0	0.0	1.6	0.0	0.0	2.2	0.0	0.0	0.0	0.0	0.0	1.5	1.5	1.5
24	Eliminate recruiter liability (for candidate withdrawal)	0.8	0.0	0.0	0.0	0.0	0.0	4.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.2	1.2	1.2
1	Like recruiting duty (general)	0.8	1.3	1.6	0.0	0.0	0.0	1.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.9	0.9	0.9
12	Standardize enlistment incentives/benefits	0.8	1.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.2	0.0	0.0	0.0	0.0	0.0	0.9	0.9	0.9
35	Provide physical training opportunities	0.0	0.0	0.0	0.0	0.0	0.0	1.6	0.0	0.0	4.3	0.0	0.0	0.0	0.0	0.0	0.9	0.9	0.9
51	Lack of appreciation of the role and/or need of military in society	0.8	1.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.2	0.0	0.0	0.0	0.0	0.0	0.9	0.9	0.9
19	Revise promotional structure/opportunities	0.8	0.0	0.0	0.0	0.0	0.0	1.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.6	0.6	0.6
40	Address problems created by down-sizing of military	0.8	1.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.6	0.6	0.6
42	Address issues related to competing responsibilities with recruiting	0.0	0.0	1.3	0.0	0.0	0.0	1.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.6	0.6	0.6
49	Negative attitudes of parents and key influencers to military	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.3	0.0	0.0	0.0	0.0	0.0	0.6	0.6	0.6
21	Ease the difficulty in getting/taking leave	0.0	0.0	0.0	0.0	0.0	0.0	1.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.3	0.3	0.3
29	Eliminate "good ol' boy" network/favoritism	0.0	0.0	1.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.3	0.3	0.3
31	Address dissatisfaction with geographic location	0.0	0.0	1.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.3	0.3	0.3
33	Encourage teamwork	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.2	0.0	0.0	0.0	0.0	0.0	0.3	0.3	0.3
34	Provide education/career development opportunities	0.0	0.0	1.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.3	0.3	0.3
36	Reduce micro-management	0.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.3	0.3	0.3
43	Standardize SDAP across Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.2	23.5	0.0	0.0	0.0	0.0	0.3	0.3	0.3
52	Address other health care issues, such as poor claims processing	0.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.3	0.3	0.3
2	Dislike recruiting duty (general)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26	Address unprofessional practices of other Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32	Address recruiter impropriety within command	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
44	Address issues related to challenges associated with diversity goals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5.9	0.0	0.0	0.0	0.0
46	Make recruiting services a career-recruiting force	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
47	Advocacy of team goals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
57	Improve treatment of enlistees once in military, so retention is not an issue	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
58	Address issues on quality of recruit prospect pool due to school system, drugs, crime, etc.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
59	Maintain military benefits, i.e., health care post-retirement, housing	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

\* The total Active-Duty Department of Defense (DoD) figures do not include the Coast Guard (Department of Transportation).

Appendix Table E-4

Percent of Commenting 1996 Reserve/National Guard Recruiters Expressing Concern for Each Issue on Question 75, by Branch of Service

## Question 75 – What can DoD and your Service do to help your recruiting effort?

Code	Description	Army		Navy		Air Force		Air		Reserve/ National Guard N=197
		Reserve N=51	National Guard N=91	Reserve N=26	Reserve N=14	Reserve N=29	Reserve N=29	National Guard N=29	National Guard N=197	
15	Provide more advertising/promotional materials	21.6	27.5	19.2	14.3	17.2	17.2	17.2	22.7	22.7
18	Address poor leadership in recruiting commands	21.6	8.8	15.4	7.1	10.3	10.3	10.3	12.8	12.8
6	Revise recruiting goals	15.7	7.7	19.2	7.1	3.4	3.4	3.4	10.4	10.4
37	Increase enlistment attractiveness	3.9	13.2	7.7	14.3	10.3	10.3	10.3	10.0	10.0
8	Revise enlistment standards	7.8	9.9	0.0	14.3	6.9	6.9	6.9	8.1	8.1
41	Improve enlistment processing	3.9	8.8	11.5	0.0	13.8	13.8	13.8	8.1	8.1
11	Increase support resources	5.9	6.6	11.5	0.0	10.3	10.3	10.3	7.1	7.1
5	Ease excessive cost of living	7.8	9.9	0.0	7.1	0.0	0.0	0.0	6.6	6.6
9	Eliminate "make or break" effect of recruiting performance on military career	7.8	6.6	7.7	7.1	3.4	3.4	3.4	6.6	6.6
60	Need for better advertisements – not just combat images	3.9	7.7	0.0	14.3	6.9	6.9	6.9	6.2	6.2
50	Give more autonomy/respect for judgment of recruiters	5.9	7.7	7.7	0.0	0.0	0.0	0.0	5.7	5.7
45	Improve communication between command and field	2.0	4.4	7.7	7.1	6.9	6.9	6.9	4.7	4.7
23	Better recruiter training	7.8	3.3	3.8	7.1	0.0	0.0	0.0	4.3	4.3
27	Provide recruiter incentives and/or rewards	2.0	3.3	3.8	7.1	10.3	10.3	10.3	4.3	4.3
10	Ease strain on family/personal life	5.9	3.3	0.0	0.0	3.4	3.4	3.4	3.3	3.3
53	"Not sure", "Don't Know", "Undecided", "Not Applicable", "No Comment"	3.9	4.4	0.0	7.1	0.0	0.0	0.0	3.3	3.3
61	Better office location/placement	2.0	3.3	0.0	0.0	10.3	10.3	10.3	3.3	3.3
12	Standardize enlistment incentives/benefits	5.9	2.2	0.0	7.1	0.0	0.0	0.0	2.8	2.8
25	Consider demographic/market considerations when assigning goals	5.9	2.2	3.8	0.0	0.0	0.0	0.0	2.8	2.8
40	Address problems created by down-sizing of military	3.9	2.2	7.7	0.0	0.0	0.0	0.0	2.8	2.8
56	Increase job opportunities/options for recruits	7.8	1.1	0.0	7.1	0.0	0.0	0.0	2.8	2.8
4	Reduce excessive work hours	5.9	1.1	3.8	0.0	0.0	0.0	0.0	2.4	2.4
20	Reduce excessive paperwork/administrative stuff	0.0	2.2	7.7	0.0	3.4	3.4	3.4	2.4	2.4
33	Encourage teamwork	2.0	2.2	7.7	0.0	0.0	0.0	0.0	2.4	2.4
54	Improve access to high schools and issues of support from high school counselors	5.9	2.2	0.0	0.0	0.0	0.0	0.0	2.4	2.4
55	"Doesn't Matter", "Nothing will Change"	2.0	2.2	3.8	0.0	3.4	3.4	3.4	2.4	2.4
7	Emphasize recruiter welfare over production numbers	0.0	1.1	0.0	7.1	6.9	6.9	6.9	1.9	1.9
21	Ease the difficulty in getting/taking leave	3.9	1.1	0.0	7.1	0.0	0.0	0.0	1.9	1.9
22	Increase access to health care (recruiter and dependents)	2.0	1.1	7.7	0.0	0.0	0.0	0.0	1.9	1.9
57	Improve treatment of enlistees once in military, so retention is not an issue	0.0	2.2	3.8	0.0	3.4	3.4	3.4	1.9	1.9

Appendix Table E-4

Percent of Commenting 1996 Reserve/National Guard Recruiters Expressing Concern for Each Issue on Question 75, by Branch of Service (cont.)

Question 75 – What can DoD and your Service do to help your recruiting effort?

Code	Description	Army Reserve N=51		Army National Guard N=91		Navy Reserve N=26		Air Force Reserve N=14		Air National Guard N=29		Reserve/ National Guard N=197	
3	Reduce excessive stress/pressure	0.0		3.3		0.0		0.0		0.0		1.4	
17	Re-instate the draft	3.9		1.1		0.0		0.0		0.0		1.4	
31	Address dissatisfaction with geographic location	5.9		0.0		0.0		0.0		0.0		1.4	
34	Provide education/career development opportunities	2.0		0.0		0.0		0.0		7.1		1.4	
35	Provide physical training opportunities	0.0		3.3		0.0		0.0		0.0		1.4	
36	Reduce micro-management	3.9		0.0		3.8		0.0		0.0		1.4	
51	Lack of appreciation of the role and/or need of military in society	0.0		2.2		3.8		0.0		0.0		1.4	
13	Improve screening procedures to select recruiters	3.9		0.0		0.0		0.0		0.0		0.9	
19	Revise promotional structure/opportunities	2.0		1.1		0.0		0.0		0.0		0.9	
26	Address unprofessional practices of other Services	2.0		1.1		0.0		0.0		0.0		0.9	
29	Eliminate "good ol' boy" network/favoritism	0.0		2.2		0.0		0.0		0.0		0.9	
38	Improve public image of military	0.0		2.2		0.0		0.0		0.0		0.9	
44	Address issues related to challenges associated with diversity goals	2.0		0.0		3.8		0.0		0.0		0.9	
1	Like recruiting duty (general)	0.0		0.0		3.8		0.0		0.0		0.5	
2	Dislike recruiting duty (general)	0.0		0.0		3.8		0.0		0.0		0.5	
28	Reduce waiting time for candidates to begin active duty	2.0		0.0		0.0		0.0		0.0		0.5	
30	Create centralized recruiting force (DoD or civilian run for all branches)	2.0		0.0		0.0		0.0		0.0		0.5	
42	Address issues related to competing responsibilities with recruiting	0.0		0.0		0.0		0.0		0.0		0.5	
48	Address "Quality of Life" issues – not specific	0.0		0.0		3.8		0.0		0.0		0.5	
52	Address other health care issues, such as poor claims processing	2.0		0.0		0.0		0.0		0.0		0.5	
59	Maintain military benefits, i.e., health care post-retirement, housing	2.0		0.0		0.0		0.0		0.0		0.5	
14	Reduce recruiting duty tour	0.0		0.0		0.0		0.0		0.0		0.0	
16	Advocate recruiting as voluntary duty	0.0		0.0		0.0		0.0		0.0		0.0	
24	Eliminate recruiter liability (for candidate withdrawal)	0.0		0.0		0.0		0.0		0.0		0.0	
32	Address recruiter impropriety within command	0.0		0.0		0.0		0.0		0.0		0.0	
39	Address youth value system	0.0		0.0		0.0		0.0		0.0		0.0	
43	Standardize SDAP across Services	0.0		0.0		0.0		0.0		0.0		0.0	
46	Make recruiting services a career-recruiting force	0.0		0.0		0.0		0.0		0.0		0.0	
47	Advocacy of team goals	0.0		0.0		0.0		0.0		0.0		0.0	
49	Negative attitudes of parents and key influencers to military	0.0		0.0		0.0		0.0		0.0		0.0	

Appendix Table E-4

*Percent of Commenting 1996 Reserve/National Guard Recruiters Expressing Concern for Each Issue on Question 75, by Branch of Service (cont.)*

**Question 75 – What can DoD and your Service do to help your recruiting effort?**

Code	Description	Army		Navy		Air Force		Air		Reserve/	
		Reserve N=51	National Guard N=91	Reserve N=26	Reserve N=26	Reserve N=14	Reserve N=14	National Guard N=29	National Guard N=29	National Guard N=197	National Guard N=197
58	Poor quality of recruit prospect pool due to school system, drugs, crime, etc.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Appendix Table E-5  
Percent of Commenting 1996 Active-Duty Recruiters Expressing Concern for Each Issue on Question 76, by Branch of Service\*

Question 76 - If you have comments that you were not able to express in answering the survey, please write them in the space provided.

Code	Description	Army N=61	Navy N=42	Marine Corps N=34	Air Force N=18	Coast Guard N=7	Active-Duty DoD N=155
4	Emotions about recruiting	8.2	4.8	5.9	0.0	0.0	15.4
11	Make or break' effect of recruiting performance on military career	9.8	4.8	8.8	16.7	0.0	9.0
10	Family/Personal life	9.8	14.3	0.0	5.6	0.0	8.4
14	Frustration	9.8	7.1	8.8	0.0	0.0	7.7
22	Voluntary status/selection of recruiters	4.9	7.1	8.8	11.1	0.0	7.1
7	Communication between command and field/recruiting command	6.6	11.9	0.0	5.6	14.3	6.4
15	Poor leadership	4.9	4.8	5.9	11.1	14.3	5.8
19	Disrespect within military for recruiter, treatment of recruiters	8.2	9.5	0.0	0.0	0.0	5.8
1	Societal issues, appreciation of military	6.6	4.8	5.9	0.0	0.0	5.2
13	Health care issues	8.2	0.0	2.9	5.6	0.0	4.5
2	Cost of living/Housing	3.3	4.8	2.9	0.0	0.0	3.2
6	Demographic/Market consideration in assigning goals	4.9	2.4	0.0	5.6	0.0	3.2
20	Specific questions in survey	1.6	4.8	5.9	0.0	0.0	3.2
24	Leave	1.6	4.8	2.9	5.6	0.0	3.2
36	Survey structure	0.0	2.4	8.8	5.6	14.3	3.2
12	Burnout/stress/pressure	1.6	0.0	2.9	11.1	0.0	2.6
17	Structuring of goals	3.3	2.4	2.9	0.0	0.0	2.6
18	Tour of duty	1.6	0.0	5.9	5.6	0.0	2.6
23	Training	1.6	2.4	5.9	0.0	0.0	2.6
28	Recruiter welfare over production numbers	3.3	0.0	5.9	0.0	0.0	2.6
33	Enlistment standards and standardization of enlistment standards	0.0	4.8	2.9	5.6	0.0	2.6
3	Competition between services, centralized recruiting core	1.6	4.8	0.0	0.0	0.0	1.9
8	Paperwork	3.3	0.0	0.0	5.6	0.0	1.9
25	Professional advancement / promotions	1.6	2.4	2.9	0.0	0.0	1.9
27	Teamwork	1.6	4.8	0.0	0.0	0.0	1.9
29	Choice of assignment after recruiting duty	1.6	2.4	2.9	0.0	0.0	1.9
30	Work hours/schedule	0.0	2.4	2.9	5.6	0.0	1.9
35	Thanks for survey	0.0	2.4	5.9	0.0	0.0	1.9
38	Downsizing of military - problems associated	0.0	0.0	8.8	0.0	0.0	1.9
9	Quality of life	3.3	0.0	0.0	0.0	0.0	1.3
26	Enlistment attractiveness	1.6	0.0	2.9	0.0	0.0	1.3
39	Liability of enlistees reneging on promise	0.0	0.0	5.9	0.0	0.0	1.3

Appendix Table E-5

*Percent of Commenting 1996 Active-Duty Recruiters Expressing Concern for Each Issue on Question 76, by Branch of Service\**

Question 76 – If you have comments that you were not able to express in answering the survey, please write them in the space provided.

Code	Description	Army N=61	Navy N=42	Marine Corps N=34	Air Force N=18	Coast Guard N=7	Active-Duty DoD N=155
40	Retention of soldiers	0.0	0.0	2.9	5.6	0.0	1.3
5	Better advertising message	1.6	0.0	0.0	0.0	0.0	0.6
16	Micro-management	1.6	0.0	0.0	0.0	0.0	0.6
21	Support resources	1.6	0.0	0.0	0.0	0.0	0.6
31	Good ol' boy network	0.0	2.4	0.0	0.0	0.0	0.6
32	Waiting time for candidates to begin duty	0.0	2.4	0.0	0.0	0.0	0.6
34	Recruiter impropriety	0.0	2.4	0.0	0.0	0.0	0.6
37	Distribute results of survey	0.0	2.4	0.0	0.0	0.0	0.6
43	Bad press	0.0	2.4	0.0	0.0	0.0	0.6
41	SDAP issues	0.0	0.0	0.0	0.0	42.9	0.0
42	Diversity goals	0.0	0.0	0.0	0.0	14.3	0.0
44	Recruiting incentives	0.0	0.0	0.0	0.0	0.0	0.0
45	Office location issues	0.0	0.0	0.0	0.0	0.0	0.0
46	Quality goals should be emphasized	0.0	0.0	0.0	0.0	0.0	0.0
47	MEPS problems	0.0	0.0	0.0	0.0	0.0	0.0

\* The total Active-Duty Department of Defense (DoD) figures do not include the Coast Guard (Department of Transportation).



Appendix Table E-6

Percent of Commenting 1996 Reserve/National Guard Recruiters Expressing Concern for Each Issue on Question 76, by Branch of Service

Question 76 – If you have comments that you were not able to express in answering the survey, please write them in the space provided.

Code		Description	Army Reserve N=26	Army National Guard N=44	Navy Reserve N=18	Air Force Reserve N=6	Air National Guard N=12	Reserve/ National Guard N=106
35		Thanks for survey	3.8	11.4	16.7	33.3	33.3	14.2
4		Emotions about recruiting	4.6	11.1	16.7	8.3	5.8	9.4
7		Communication between command and field/recruiting command	3.8	6.8	16.7	33.3	0.0	8.5
11		Make or break' effect of recruiting performance on military career	0.0	13.6	11.1	0.0	8.3	8.5
14		Frustration	19.2	4.6	0.0	0.0	8.3	7.6
20		Specific questions in survey	3.8	4.6	22.2	0.0	8.3	7.6
36		Survey structure	11.5	6.8	5.6	0.0	8.3	7.6
19		Disrespect within military for recruiter, treatment of recruiters	3.8	2.3	22.2	0.0	8.3	6.6
9		Quality of life	7.7	6.8	5.6	0.0	0.0	5.7
10		Family/Personal life	11.5	4.6	5.6	0.0	0.0	5.7
2		Cost of living/Housing	3.8	6.8	5.6	0.0	0.0	4.7
41		SDAP issues	3.8	2.3	5.6	33.3	0.0	4.7
13		Health care issues	3.8	4.6	5.6	0.0	0.0	3.8
1		Societal issues, appreciation of military	0.0	4.6	0.0	0.0	8.3	2.8
3		Competition between services, centralized recruiting core	3.8	4.6	0.0	0.0	0.0	2.8
12		Burnout/stress/pressure	7.7	2.3	0.0	0.0	0.0	2.8
15		Poor leadership	0.0	4.6	5.6	0.0	0.0	2.8
18		Tour of duty	11.5	0.0	0.0	0.0	0.0	2.8
28		Recruiter welfare over production numbers	0.0	4.6	5.6	0.0	0.0	2.8
33		Enlistment standards and standardization of enlistment standards	3.8	0.0	0.0	16.7	8.3	2.8
37		Distribute results of survey	0.0	2.3	5.6	0.0	8.3	2.8
21		Support resources	0.0	0.0	5.6	0.0	8.3	1.9
22		Voluntary status/selection of recruiters	7.7	0.0	0.0	0.0	0.0	1.9
25		Professional advancement / promotions	3.8	2.3	0.0	0.0	0.0	1.9
40		Retention of soldiers	0.0	4.6	0.0	0.0	0.0	1.9
44		Recruiting incentives	7.7	0.0	0.0	0.0	0.0	1.9
45		Office location issues	0.0	2.3	5.6	0.0	0.0	1.9
6		Demographic/Market consideration in assigning goals	0.0	2.3	0.0	0.0	0.0	0.9
16		Micro-management	0.0	2.3	0.0	0.0	0.0	0.9
23		Training	3.8	0.0	0.0	0.0	0.0	0.9

Appendix Table E-6

Percent of Commenting 1996 Reserve/National Guard Recruiters Expressing Concern for Each Issue on Question 76, by Branch of Service (cont.)

Question 76 – If you have comments that you were not able to express in answering the survey, please write them in the space provided.

Code	Description	Army		Navy		Air Force		Air		Reserve/	
		Reserve N=26	National Guard N=44	Reserve N=18	Reserve N=6	National Guard N=12	National Guard N=106				
24	Leave	0.0	2.3	0.0	0.0	0.0	0.0				
29	Choice of assignment after recruiting duty	3.8	0.0	0.0	0.0	0.0	0.0				
34	Recruiter impropriety	0.0	2.3	0.0	0.0	0.0	0.0				
39	Liability of enlistees reneging on promise	0.0	2.3	0.0	0.0	0.0	0.0				
43	Bad press	3.8	0.0	0.0	0.0	0.0	0.0				
46	Quality goals should be emphasized	0.0	2.3	0.0	0.0	0.0	0.0				
47	MEPS problems.	0.0	2.3	0.0	0.0	0.0	0.0				
5	Better advertising message	0.0	0.0	0.0	0.0	0.0	0.0				
8	Paperwork	0.0	0.0	0.0	0.0	0.0	0.0				
17	Structuring of goals	0.0	0.0	0.0	0.0	0.0	0.0				
26	Enlistment attractiveness	0.0	0.0	0.0	0.0	0.0	0.0				
27	Teamwork	0.0	0.0	0.0	0.0	0.0	0.0				
30	Work hours/schedule	0.0	0.0	0.0	0.0	0.0	0.0				
31	Good ol' boy network	0.0	0.0	0.0	0.0	0.0	0.0				
32	Waiting time for candidates to begin duty	0.0	0.0	0.0	0.0	0.0	0.0				
38	Downsizing of military - problems associated	0.0	0.0	0.0	0.0	0.0	0.0				
42	Diversity goals	0.0	0.0	0.0	0.0	0.0	0.0				

**APPENDIX F:**  
**RESPONSE BIAS ANALYSIS**

Appendix Table F-1

Response Bias Analysis for Question 74

	Comment	No Comment	Significance
<b>Question 9A: Percentage Working 60+ hours per week if significantly different</b>			
Active-Duty DoD			
Army			n.s.
Navy	57.4%	43.2%	p < .01
Marine Corps			n.s.
Air Force			n.s.
Coast Guard			n.s.
Reserve/National Guard			
Army Reserve			n.s.
Army National Guard	26.1%	19.0%	p < .05
Navy Reserve			n.s.
Air Force Reserve			n.s.
Air National Guard			n.s.
<b>Question 19E: Percentage Agree That</b>			
Active-Duty DoD			
Army	81.6%	72.2%	p < .01
Navy			n.s.
Marine Corps	84.7%	72.2%	p < .05
Air Force			n.s.
Coast Guard			n.s.
Reserve/National Guard			
Army Reserve			n.s.
Army National Guard			n.s.
Navy Reserve	79.2%	64.7%	p < .05
Air Force Reserve			n.s.
Air National Guard	57.5%	40.8%	p < .05
<b>Question 26: Percentage Marked Yes</b>			
Active-Duty DoD			
Army	82.2%	75.0%	p < .01
Navy			n.s.
Marine Corps			n.s.
Air Force			n.s.
Coast Guard	77.6%	61.2%	p < .05
Reserve/National Guard			
Army Reserve	82.2%	65.6%	p < .01
Army National Guard			n.s.
Navy Reserve	69.4%	53.3%	p < .01
Air Force Reserve			n.s.
Air National Guard			n.s.
<b>Question 28: Percentage Frequently Recruiter Impropriety Occurs</b>			
Active-Duty DoD			
Army			n.s.
Navy			n.s.
Marine Corps			n.s.
Air Force			n.s.
Coast Guard			n.s.
Reserve/National Guard			
Army Reserve	31.1%	21.1%	p < .01
Army National Guard			n.s.
Navy Reserve			n.s.
Air Force Reserve			n.s.
Air National Guard			n.s.
<b>Question 29A: Percentage Unrealistic Recruiting Goals Greatly Increases Recruiter Impropriety</b>			
Active-Duty DoD			

Appendix Table F-1  
Response Bias Analysis for Question 74 (cont.)

	Comment	No Comment	Significance
Army			n.s.
Navy			n.s.
Marine Corps			n.s.
Air Force			n.s.
Coast Guard			n.s.
Reserve/National Guard			
Army Reserve	50.7%	41.1%	p < .05
Army National Guard	42.5%	31.2%	p < .01
Navy Reserve	33.3%	18.7%	p < .05
Air Force Reserve			n.s.
Air National Guard			n.s.
<b>Question 29C: Percentage Pressure by Superiors to Make Goal Greatly Increases Recruiter Impropriety</b>			
Active-Duty DoD			
Army			n.s.
Navy			n.s.
Marine Corps	73.9%	60.9%	p < .05
Air Force			n.s.
Coast Guard			n.s.
Reserve/National Guard			
Army Reserve			n.s.
Army National Guard	75.0%	63.9%	p < .01
Navy Reserve			n.s.
Air Force Reserve			n.s.
Air National Guard			n.s.
<b>Question 29E: Percentage Unrealistic Moral Standards Greatly Increases Recruiter Impropriety</b>			
Active-Duty DoD			
Army			n.s.
Navy			n.s.
Marine Corps	33.3%	23.9%	p < .01
Air Force			n.s.
Coast Guard			n.s.
Reserve/National Guard			
Army Reserve			n.s.
Army National Guard			n.s.
Navy Reserve			n.s.
Air Force Reserve			n.s.
Air National Guard			n.s.
<b>Question 29F: Percentage Fear of Unsatisfactory Performance Rating Greatly Increases Recruiter Impropriety</b>			
Active-Duty DoD			
Army	47.7%	37.9%	p < .01
Navy			n.s.
Marine Corps	52.7%	39.6%	p < .05
Air Force	53.8%	43.2%	p < .05
Coast Guard			n.s.
Reserve/National Guard			
Army Reserve	44.9%	35.7%	p < .05
Army National Guard	48.8%	36.1%	p < .01
Navy Reserve			n.s.
Air Force Reserve	37.5%	16.7%	p < .05
Air National Guard			n.s.
<b>Question 42: Percentage Dissatisfied with Leadership</b>			
Active-Duty DoD			
Army	45.0%	35.0%	p < .01

Appendix Table F-1

*Response Bias Analysis for Question 74 (cont.)*

	Comment	No Comment	Significance
Navy	45.3%	26.5%	p < .01
Marine Corps	29.0%	25.0%	p < .05
Air Force			n.s.
Coast Guard			n.s.
Reserve/National Guard			
Army Reserve			n.s.
Army National Guard	45.1%	30.9%	p < .01
Navy Reserve	41.4%	25.0%	p < .05
Air Force Reserve			n.s.
Air National Guard			n.s.
<b>Question 47: Percentage Negative Impact</b>			
Active-Duty DoD			
Army			n.s.
Navy			n.s.
Marine Corps			n.s.
Air Force			n.s.
Coast Guard	52.3%	26.5%	p < .01
Reserve/National Guard			
Army Reserve			n.s.
Army National Guard			n.s.
Navy Reserve			n.s.
Air Force Reserve			n.s.
Air National Guard			n.s.
<b>Question 49A: Percentage Satisfied with Recruiting</b>			
Active-Duty DoD			
Army	21.4%	24.8%	p < .01
Navy			n.s.
Marine Corps			n.s.
Air Force			n.s.
Coast Guard			n.s.
Reserve/National Guard			
Army Reserve			n.s.
Army National Guard	62.4%	73.4%	p < .01
Navy Reserve	49.7%	67.7%	p < .01
Air Force Reserve			n.s.
Air National Guard			n.s.

Appendix Table F-2

Response Bias Analysis for Question 75

	Comment	No Comment	Significance
<b>Question 9A: Percentage Working 60+ hours per week if significantly different</b>			
Active-Duty DoD			
Army			n.s.
Navy			n.s.
Marine Corps			n.s.
Air Force			n.s.
Coast Guard			n.s.
Reserve/National Guard			
Army Reserve			n.s.
Army National Guard			n.s.
Navy Reserve			n.s.
Air Force Reserve			n.s.
Air National Guard			n.s.
<b>Question 19E: Percentage Agree That</b>			
Active-Duty DoD			
Army			n.s.
Navy			n.s.
Marine Corps			n.s.
Air Force			n.s.
Coast Guard			n.s.
Reserve/National Guard			
Army Reserve			n.s.
Army National Guard			n.s.
Navy Reserve			n.s.
Air Force Reserve			n.s.
Air National Guard			n.s.
<b>Question 26: Percentage Marked Yes</b>			
Active-Duty DoD			
Army	82.2%	75.0%	p < .01
Navy			n.s.
Marine Corps			n.s.
Air Force			n.s.
Coast Guard	77.6%	61.2%	p < .05
Reserve/National Guard			
Army Reserve	82.2%	65.6%	p < .01
Army National Guard			n.s.
Navy Reserve	69.4%	53.3%	p < .01
Air Force Reserve			n.s.
Air National Guard			n.s.
<b>Question 28: Percentage Frequently Recruiter Impropriety Occurs</b>			
Active-Duty DoD			
Army			n.s.
Navy			n.s.
Marine Corps			n.s.
Air Force			n.s.
Coast Guard			n.s.
Reserve/National Guard			
Army Reserve	31.1%	21.1%	p < .01
Army National Guard			n.s.
Navy Reserve			n.s.
Air Force Reserve			n.s.
Air National Guard			n.s.
<b>Question 29A: Percentage Unrealistic Recruiting Goals Greatly Increases Recruiter Impropriety</b>			
Active-Duty DoD			

Appendix Table F-2

*Response Bias Analysis for Question 75 (cont.)*

	Comment	No Comment	Significance
Army			n.s.
Navy			n.s.
Marine Corps			n.s.
Air Force			n.s.
Coast Guard			n.s.
Reserve/National Guard			
Army Reserve	50.7%	41.1%	p < .05
Army National Guard	42.5%	31.2%	p < .01
Navy Reserve	33.3%	18.7%	p < .05
Air Force Reserve			n.s.
Air National Guard			n.s.
<b>Question 29C: Percentage Pressure by Superiors to Make Goal Greatly Increases Recruiter Impropriety</b>			
Active-Duty DoD			
Army			n.s.
Navy			n.s.
Marine Corps	73.9%	60.9%	p < .05
Air Force			n.s.
Coast Guard			n.s.
Reserve/National Guard			
Army Reserve			n.s.
Army National Guard	75.0%	63.9%	p < .01
Navy Reserve			n.s.
Air Force Reserve			n.s.
Air National Guard			n.s.
<b>Question 29E: Percentage Unrealistic Moral Standards Greatly Increases Recruiter Impropriety</b>			
Active-Duty DoD			
Army			n.s.
Navy			n.s.
Marine Corps	33.3%	23.9%	p < .01
Air Force			n.s.
Coast Guard			n.s.
Reserve/National Guard			
Army Reserve			n.s.
Army National Guard			n.s.
Navy Reserve			n.s.
Air Force Reserve			n.s.
Air National Guard			n.s.
<b>Question 29F: Percentage Fear of Unsatisfactory Performance Rating Greatly Increases Recruiter Impropriety</b>			
Active-Duty DoD			
Army	47.7%	37.9%	p < .01
Navy			n.s.
Marine Corps	52.7%	39.6%	p < .05
Air Force	53.8%	43.2%	p < .05
Coast Guard			n.s.
Reserve/National Guard			
Army Reserve	44.9%	35.7%	p < .05
Army National Guard	48.8%	36.1%	p < .01
Navy Reserve			n.s.
Air Force Reserve	37.5%	16.7%	p < .05
Air National Guard			n.s.
<b>Question 42: Percentage Dissatisfied with Leadership</b>			
Active-Duty DoD			
Army	45.0%	35.0%	p < .01



Appendix Table F-2  
*Response Bias Analysis for Question 75 (cont.)*

	Comment	No Comment	Significance
Navy	45.3%	26.5%	p < .01
Marine Corps	29.0%	25.0%	p < .05
Air Force			n.s.
Coast Guard			n.s.
Reserve/National Guard			
Army Reserve			n.s.
Army National Guard	45.1%	30.9%	p < .01
Navy Reserve	41.4%	25.0%	p < .05
Air Force Reserve			n.s.
Air National Guard			n.s.
<b>Question 47: Percentage Negative Impact</b>			
Active-Duty DoD			
Army			n.s.
Navy			n.s.
Marine Corps			n.s.
Air Force			n.s.
Coast Guard	52.3%	26.5%	p < .01
Reserve/National Guard			
Army Reserve			n.s.
Army National Guard			n.s.
Navy Reserve			n.s.
Air Force Reserve			n.s.
Air National Guard			n.s.
<b>Question 49A: Percentage Satisfied with Recruiting</b>			
Active-Duty DoD			
Army	21.4%	24.8%	p < .01
Navy			n.s.
Marine Corps			n.s.
Air Force			n.s.
Coast Guard			n.s.
Reserve/National Guard			
Army Reserve			n.s.
Army National Guard	62.4%	73.4%	p < .01
Navy Reserve	49.7%	67.7%	p < .01
Air Force Reserve			n.s.
Air National Guard			n.s.

Appendix Table F-3

*Response Bias Analysis for Question 76*

	Comment	No Comment	Significance
<b>Question 9A: Percentage Working 60+ hours per week if significantly different</b>			
Active-Duty DoD			
Army			n.s.
Navy			n.s.
Marine Corps			n.s.
Air Force	50.0%	81.1%	p < .05
Coast Guard			n.s.
Reserve/National Guard			
Army Reserve			n.s.
Army National Guard			n.s.
Navy Reserve			n.s.
Air Force Reserve			n.s.
Air National Guard			n.s.
<b>Question 19E: Percentage Agree That</b>			
Active-Duty DoD			
Army			n.s.
Navy			n.s.
Marine Corps			n.s.
Air Force			n.s.
Coast Guard			n.s.
Reserve/National Guard			
Army Reserve			n.s.
Army National Guard			n.s.
Navy Reserve			n.s.
Air Force Reserve			n.s.
Air National Guard			n.s.
<b>Question 26: Percentage Marked Yes</b>			
Active-Duty DoD			
Army	95.4%	86.3%	p < .05
Navy			n.s.
Marine Corps			n.s.
Air Force			n.s.
Coast Guard	55.6%	92.9%	p < .05
Reserve/National Guard			
Army Reserve			n.s.
Army National Guard			n.s.
Navy Reserve			n.s.
Air Force Reserve			n.s.
Air National Guard			n.s.
<b>Question 28: Percentage Frequently Recruiter Impropriety Occurs</b>			
Active-Duty DoD			
Army			n.s.
Navy			n.s.
Marine Corps			n.s.
Air Force			n.s.
Coast Guard			n.s.
Reserve/National Guard			
Army Reserve			n.s.
Army National Guard			n.s.
Navy Reserve			n.s.
Air Force Reserve			n.s.
Air National Guard			n.s.
<b>Question 29A: Percentage Unrealistic Recruiting Goals Greatly Increases Recruiter Impropriety</b>			
Active-Duty DoD			

Appendix Table F-3

*Response Bias Analysis for Question 76 (cont.)*

	Comment	No Comment	Significance
Army			n.s.
Navy			n.s.
Marine Corps			n.s.
Air Force			n.s.
Coast Guard			n.s.
Reserve/National Guard			
Army Reserve			n.s.
Army National Guard			n.s.
Navy Reserve			n.s.
Air Force Reserve			n.s.
Air National Guard			n.s.
<b>Question 29C: Percentage Pressure by Superiors to Make Goal Greatly Increases Recruiter Impropriety</b>			
Active-Duty DoD			
Army	68.2%	81.2%	p < .05
Navy			n.s.
Marine Corps			n.s.
Air Force	57.1%	87.7%	p < .01
Coast Guard			n.s.
Reserve/National Guard			
Army Reserve			n.s.
Army National Guard	91.3%	77.9%	p < .05
Navy Reserve			n.s.
Air Force Reserve			n.s.
Air National Guard			n.s.
<b>Question 29E: Percentage Unrealistic Moral Standards Greatly Increases Recruiter Impropriety</b>			
Active-Duty DoD			
Army			n.s.
Navy			n.s.
Marine Corps			n.s.
Air Force			n.s.
Coast Guard			n.s.
Reserve/National Guard			
Army Reserve			n.s.
Army National Guard			n.s.
Navy Reserve			n.s.
Air Force Reserve			n.s.
Air National Guard			n.s.
<b>Question 29F: Percentage Fear of Unsatisfactory Performance Rating Greatly Increases Recruiter Impropriety</b>			
Active-Duty DoD			
Army			n.s.
Navy			n.s.
Marine Corps			n.s.
Air Force			n.s.
Coast Guard			n.s.
Reserve/National Guard			
Army Reserve			n.s.
Army National Guard			n.s.
Navy Reserve			n.s.
Air Force Reserve			n.s.
Air National Guard			n.s.
<b>Question 42: Percentage Dissatisfied with Leadership</b>			
Active-Duty DoD			
Army			n.s.

## Appendix Table F-3

*Response Bias Analysis for Question 76 (cont.)*

	Comment	No Comment	Significance
Navy			n.s.
Marine Corps			n.s.
Air Force	28.6%	55.4%	p < .05
Coast Guard			n.s.
Reserve/National Guard			
Army Reserve			n.s.
Army National Guard			n.s.
Navy Reserve			n.s.
Air Force Reserve	50.0%	86.7%	p < .05
Air National Guard			n.s.
<b>Question 47: Percentage Negative Impact</b>			
Active-Duty DoD			
Army			n.s.
Navy			n.s.
Marine Corps			n.s.
Air Force			n.s.
Coast Guard			n.s.
Reserve/National Guard			
Army Reserve			n.s.
Army National Guard			n.s.
Navy Reserve			n.s.
Air Force Reserve			n.s.
Air National Guard			n.s.
<b>Question 49A: Percentage Satisfied with Recruiting</b>			
Active-Duty DoD			
Army			n.s.
Navy			n.s.
Marine Corps			n.s.
Air Force			n.s.
Coast Guard			n.s.
Reserve/National Guard			
Army Reserve			n.s.
Army National Guard			n.s.
Navy Reserve			n.s.
Air Force Reserve			n.s.
Air National Guard			n.s.

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13. ABSTRACT (Maximum 200 words)  The 1996 DoD recruiter Survey contained more than 70 closed ended questions. Recruiters were asked about training, family preparation, goal pressures and achievement, the recruiting market, out-of-pocket expenses, improprieties in recruiting, support from superiors, satisfaction with leadership, job satisfaction, hours on the job, and quality- of- life issues. In addition, three open ended questions permitted respondents to give their personal perceptions of recruiting life in their own words. These comments were analyzed with four objectives: (1) identifying common themes, (2) uncovering differences between service branches/components, (3) examining the relationship between comments and structured survey questions, and (4) determining whether comments given in the 1994 DoD Recruiter Survey were consistent with comments in the 1996 survey.				
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